

3rd Annual Survey: 2008

"The State of Agile Development"

Conducted: June-July, 2008

Full Data Report

Sponsored By



ABOUT THE SURVEY AND THIS REPORT

The 3rd Annual 'State of Agile Development' survey was conducted and sponsored by VersionOne. This global survey ran in June and July of 2008 and received 2,319 completed surveys with 3,061 total respondents from 80 countries. This survey was not intended to gauge the overall adoption of Agile development practices within the software development industry. Its goal was to report on the status of organizations currently implementing or practicing Agile methods. Survey results are based on those that have practiced Agile methods in some capacity within their organizations.

This document includes the full data report without significant analysis. VersionOne will be releasing a more detailed analysis report that will include trending information from the 2006 and 2007 surveys where applicable. Please watch for this report to be released in early fall 2008. This report will be available on the VersionOne web site. To sign up for the Agile Chronicles newsletter, please visit www.VersionOne.com/acnewsletter.

The survey organizers would like to thank the many organizations and individuals that helped make this year's survey the most comprehensive yet. Without the promotional help or support from organizations like the Agile Alliance, APLN, Scrum Alliance, DSDM® Consortium, Agile Austin, various user and Yahoo!™ groups, InfoQ™, Dr. Dobb's Journal®, Agile Journal™ and CM Crossroads™, the 'State of Agile Development' survey would not have the breadth and depth of respondents participating. As in past years, there were also many individuals within our community that did a fantastic job in promoting and supporting the survey including (but not limited to!): David Anderson, David Larabee, Mike Cohn, David Hussman, Scott Killen, Mitch Lacey and many others.

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THE RESPONDENTS

Survey Open: June-July, 2008

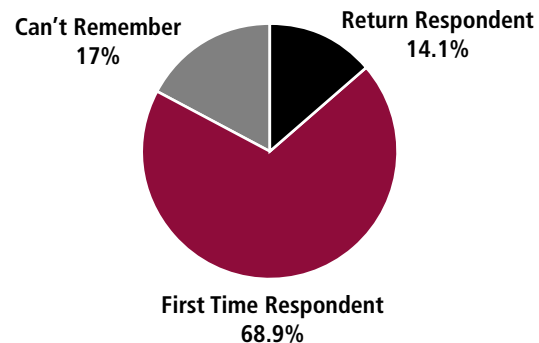
Total Respondents: 3061

Completed Surveys: 2319 (results based on completed surveys)

Countries Represented: 80

Have you taken part in past State of Agile Development Surveys?

2006	0.5%
2007	8.7%
2006 & 2007	4.9%
Neither	68.9%
Can't Remember	17.0%



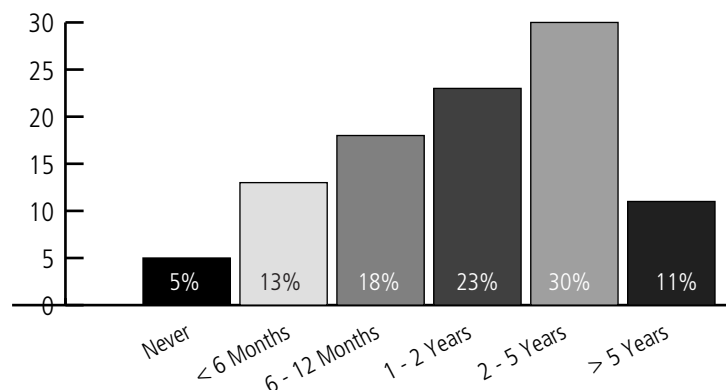
Which role below best describes your current position in your company?

Project Manager	18%
Developer	12%
Team Lead	11%
VP/Director of Development	10%
Development Manager	10%
Consultant/Trainer	8%
Architect	7%
CIO/CTO	4%
QA/Tester	4%
President/CEO/COO	3%
Product Manager	3%
IT Staff	2%

What situation below best describes your current level of exposure to Agile development?

Currently leading an Agile development team	38%
Agile coach or consultant	17%
Current member of an Agile development team	16%
Considering introducing Agile within a team for the first time	12%
Previously a member of an Agile development team	7%
I have heard of it - but not in depth - learning more now	7%

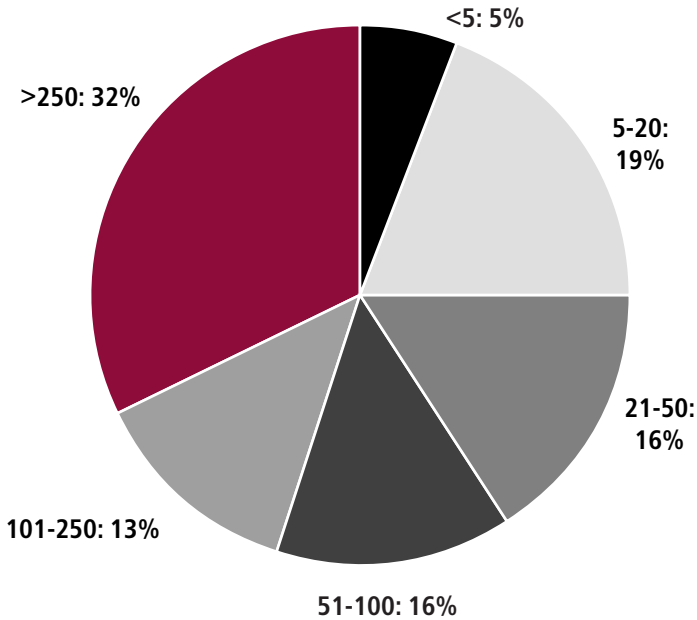
How long have you personally been practicing Agile development methods?



THE ORGANIZATIONS

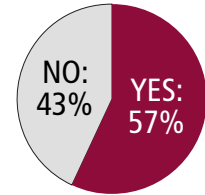
How large is your total software organization?

(including employees related to all aspects of software development and delivery)



Are any of your Agile teams currently distributed?

(individual members from a single team in different locations)

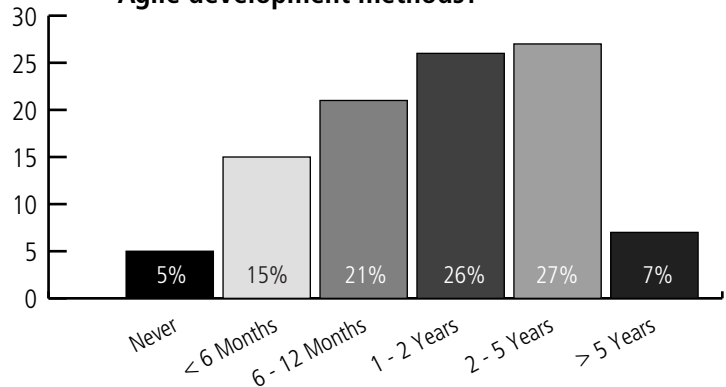


What percent (%) of your company's software projects use an Agile methodology?

(closest estimate)

0%	5%
5%	16%
10%	14%
25%	15%
50%	16%
75%	18%
100%	17%

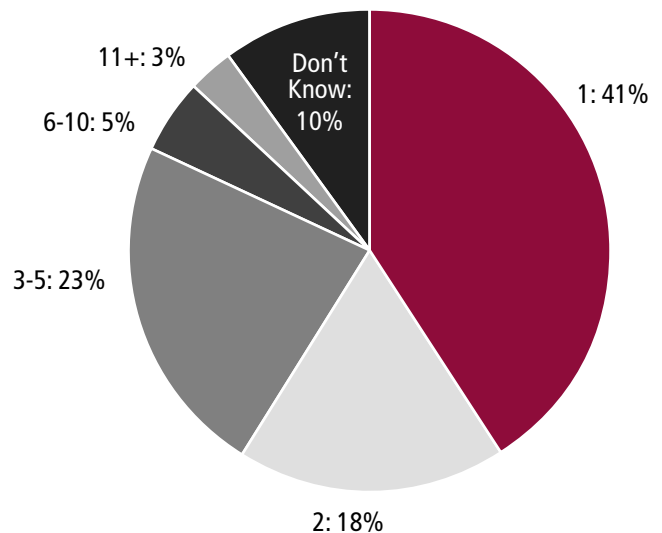
How long has your company been practicing Agile development methods?



Do you currently use or plan to use Agile development methods on outsourced development projects?

Currently Use	21%
Plan to Use	20%
DO NOT Plan to Use	16%
DO NOT Outsource	43%

How many separate locations or sites do you have using Agile? (not including individual remote team members)

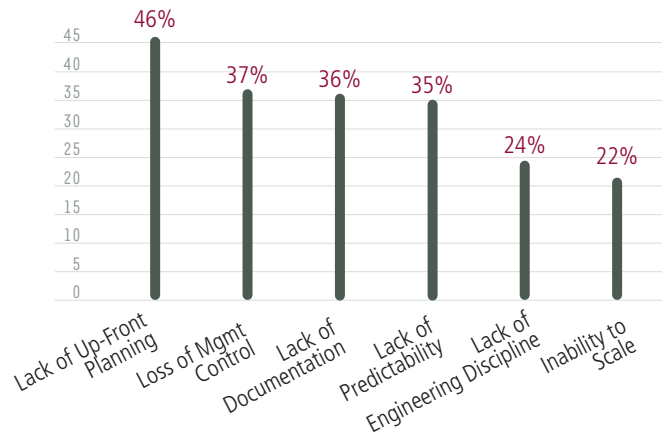


TRANSITION & IMPLEMENTATION

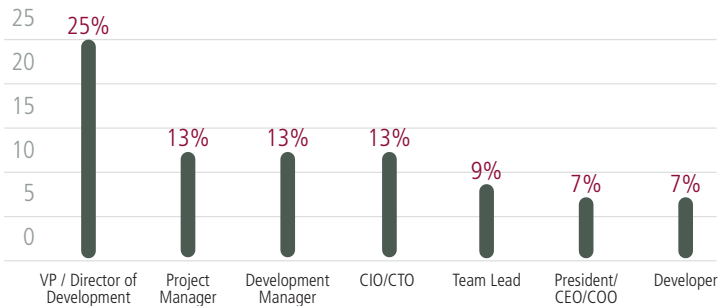
What was the MOST IMPORTANT reason for adopting Agile within your team or organization?

Accelerate Time-to-Market	22%
Enhance Ability to Manage Changing Priorities	21%
Increase Productivity	12%
Enhance Software Quality	10%
Improve Alignment Between IT and Business	9%
Improve Project Visibility	6%
Reduce Risk	6%
Simplify Development Process	4%
Other	3%
Improved/Increased Engineering Discipline	2%
Reduce Cost	2%
Enhance Software Maintainability/Extensibility	2%
Improved Team Morale	1%

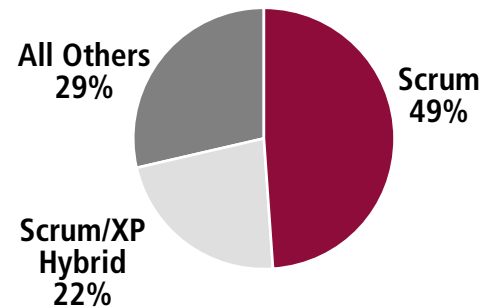
What are/were the organization's greatest concerns regarding the adoption of Agile development?



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



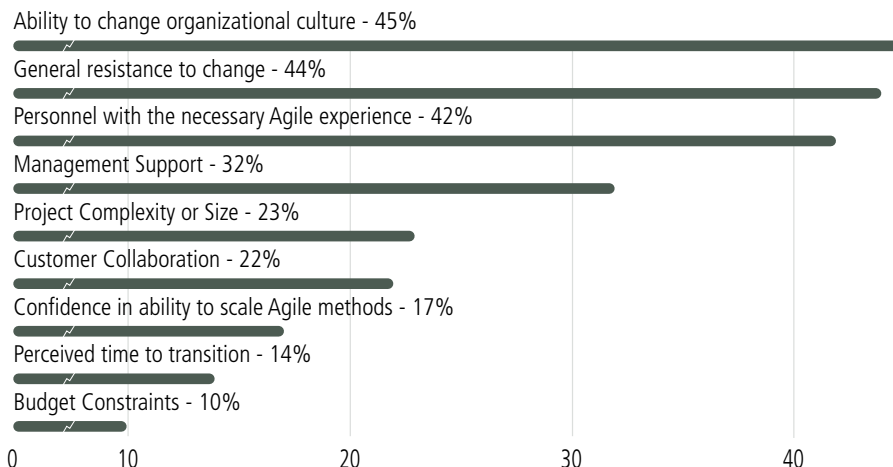
Which Agile methodology do you follow most closely?



Scrum	49.1%
Scrum/XP Hybrid	22.3%
Extreme Programming (XP)	8.0%
Custom/Hybrid	5.3%
Don't Know	3.7%
Agile Unified Process (AgileUP)	2.2%
Other	2.2%
Feature-Driven Development (FDD)	2.1%
Lean Development	1.9%
Dynamic Systems Development Method (DSDM)	1.4%
OpenUP	0.6%
Agile Modeling	0.6%
Crystal	0.5%

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

(select all that apply)



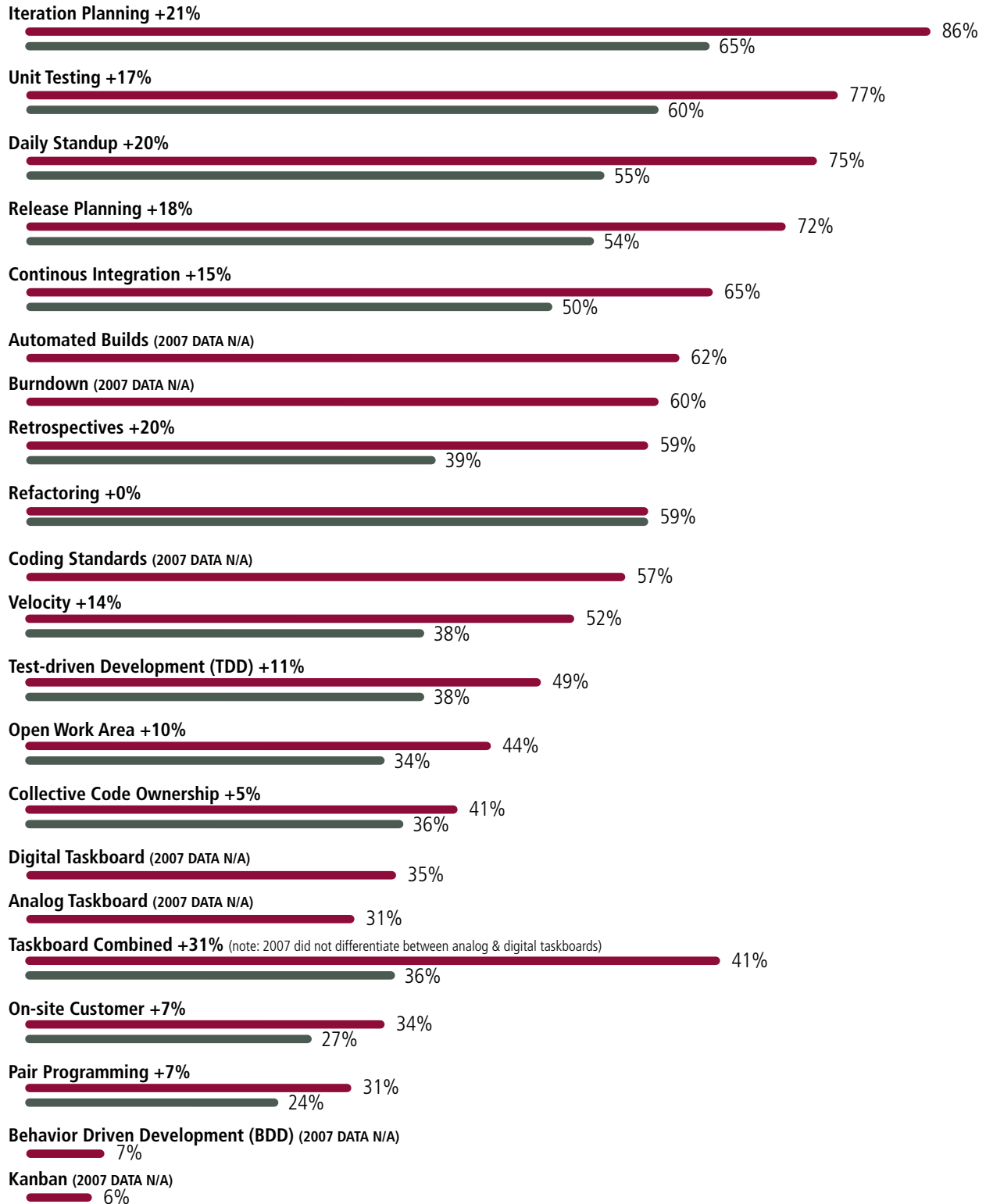
PRACTICES

Note: We have included 2007 data (where available) for this section as it underscores an important change in year-over-year results. There has been a significant increase in both management and engineering practices as indicated below.

Which of the following do you employ within your Agile methods?

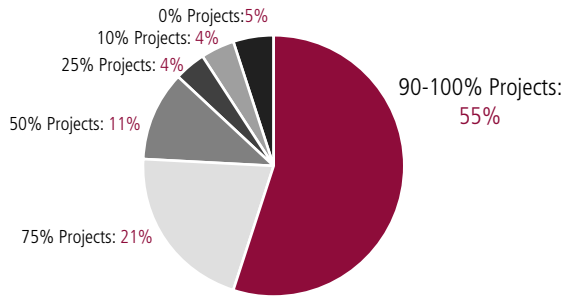
(select all that apply)

■ 2008 ■ 2007



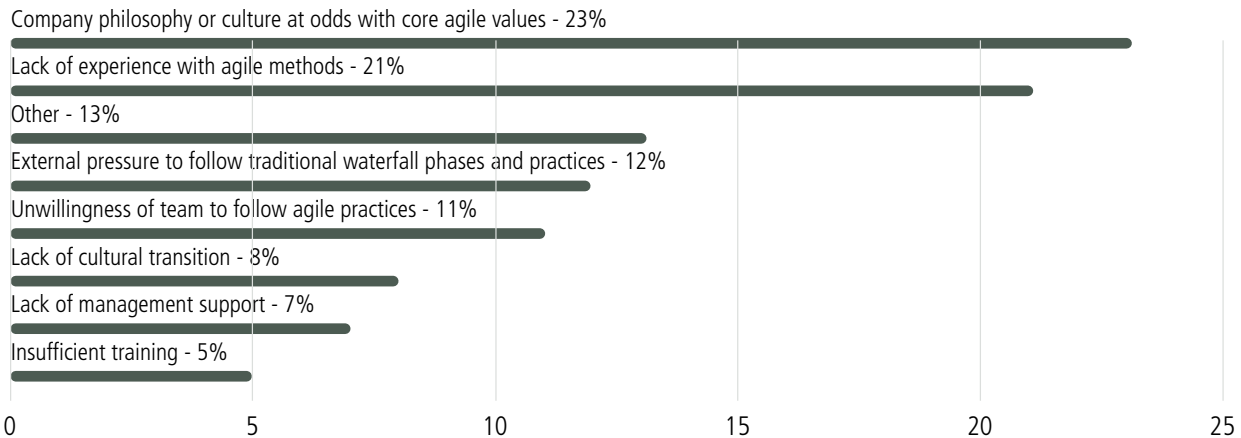
AGILE DELIVERS

What percentage of Agile projects have been successful from the perspective of your organization?
(choose closest answer)

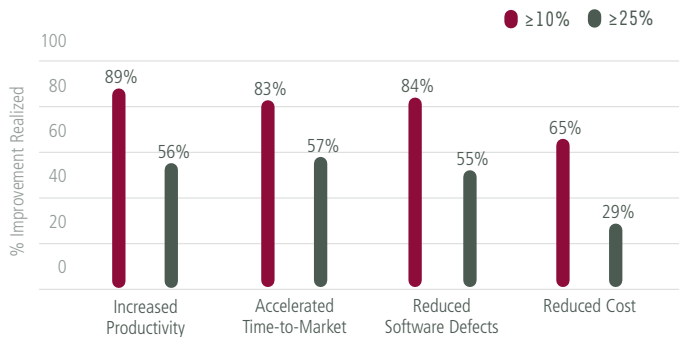


Successful Projects	Respondents
0%	4.8%
10%	3.7%
25%	3.8%
50%	11.5%
75%	21.2%
90% - I cant say 100% but pretty close.	37.6%
100% - I cant remember a project using Agile methods that wasn't considered successful.	17.4%

What do you think was the leading cause of failed (unsuccessful) Agile projects?



Please try to estimate specific improvements you have actually realized from implementing Agile practices?



	% Improvement Realized			
	>25%	25%	10%	NONE
Increased Productivity	25%	31%	33%	11%
Accelerated Time-to-Market	30%	26%	26%	17%
Reduced Software Defects	30%	25%	29%	16%
Reduced Cost	13%	17%	36%	35%

AGILE DELIVERS

What value have you actually realized from implementing Agile practices?

Improve Project Visibility

Significantly Improved	41.5%
Improved	41.8%
No Benefit	15.0%
Worse	1.2%
Much Worse	0.4%

Increase Productivity

Significantly Improved	23.6%
Improved	50.5%
No Benefit	15.6%
Worse	2.1%
Much Worse	0.3%

Enhance Software Quality

Significantly Improved	24.0%
Improved	44.3%
No Benefit	19.9%
Worse	2.8%
Much Worse	0.4%

Reduce Cost

Significantly Improved	7.6%
Improved	30.4%
No Benefit	39.5%
Worse	5.4%
Much Worse	0.6%

Simplify Development Process

Significantly Improved	19.5%
Improved	48.1%
No Benefit	19.8%
Worse	4.3%
Much Worse	0.4%

Improved/Increased Engineering Discipline

Significantly Improved	17.8%
Improved	42.0%
No Benefit	25.5%
Worse	3.3%
Much Worse	0.6%

Improved Team Morale

Significantly Improved	29.8%
Improved	44.1%
No Benefit	14.1%
Worse	3.8%
Much Worse	1.0%

Enhance Ability to Manage Changing Priorities

Significantly Improved	50.5%
Improved	42.1%
No Benefit	6.6%
Worse	0.6%
Much Worse	0.2%

Accelerate Time-to-Market

Significantly Improved	23.6%
Improved	41.3%
No Benefit	21.6%
Worse	2.4%
Much Worse	0.2%

Reduce Risk

Significantly Improved	16.6%
Improved	48.0%
No Benefit	23.6%
Worse	2.1%
Much Worse	0.3%

Manage Distributed Teams

Significantly Improved	6.9%
Improved	22.1%
No Benefit	41.1%
Worse	3.8%
Much Worse	0.8%

Improve Alignment Between IT and Business

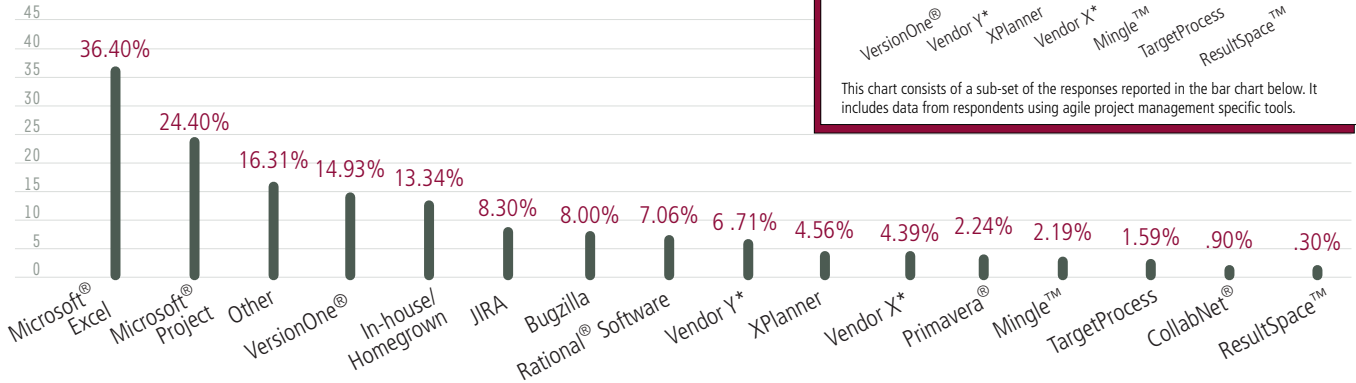
Significantly Improved	27.5%
Improved	38.8%
No Benefit	19.6%
Worse	1.6%
Much Worse	0.3%

Enhance Software Maintainability/Extensibility

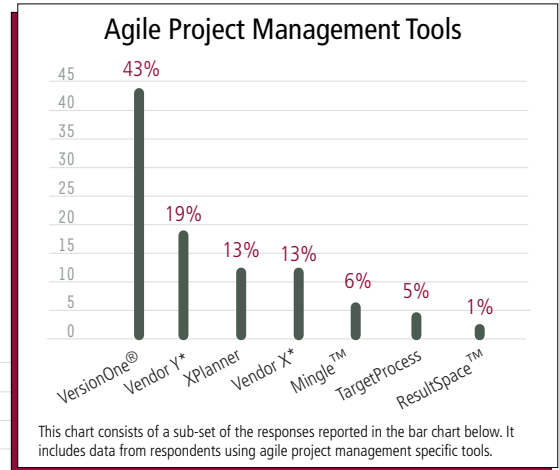
Significantly Improved	16.6%
Improved	39.3%
No Benefit	28.5%
Worse	2.9%
Much Worse	0.6%

AGILE TOOLING

Which of the following specific tools do you currently use?
 (select all that apply)



* Vendors X and Y requested not to be identified.



What Agile tools do you currently use or plan to use in the next 12 months?

Wiki	Index Cards	Agile Project Management Tool
Currently Use 57%	Currently Use 49%	Currently Use 45%
Plan To Use 7%	Plan To Use 5%	Plan To Use 15%
Would Like To Use 7%	Would Like To Use 11%	Would Like To Use 23%
Don't Need 9%	Don't Need 35%	Don't Need 17%

Spreadsheet	Bug Tracker	Traditional Project Management Tool
Currently Use 69%	Currently Use 80%	Currently Use 41%
Plan To Use 3%	Plan To Use 7%	Plan To Use 3%
Would Like To Use 3%	Would Like To Use 6%	Would Like To Use 4%
Don't Need 26%	Don't Need 8%	Don't Need 52%

Unit Test Tool	Automated Acceptance Test Tool	Refactoring Tool
Currently Use 73%	Currently Use 37%	Currently Use 41%
Plan To Use 12%	Plan To Use 23%	Plan To Use 12%
Would Like To Use 11%	Would Like To Use 33%	Would Like To Use 32%
Don't Need 4%	Don't Need 7%	Don't Need 16%

Taskboard	Requirements Management Tool	Continuous Integration Tool
Currently Use 62%	Currently Use 35%	Currently Use 57%
Plan To Use 10%	Plan To Use 14%	Plan To Use 16%
Would Like To Use 15%	Would Like To Use 28%	Would Like To Use 20%
Don't Need 13%	Don't Need 23%	Don't Need 7%

Automated Build Tool	Kanban Board
Currently Use 70%	Currently Use 9%
Plan To Use 12%	Plan To Use 6%
Would Like To Use 12%	Would Like To Use 26%
Don't Need 5%	Don't Need 59%