



Scaling Atlassian

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- Enterprise software company
- Organically grown - no VC
- Australia's
Fastest
Growing
(2002-2006)



Enterprise Software

- High price, high touch sale
- Aggressive discounting
- High cost / lead
- Expensive sales people
- ~40% prof services revenue



Atlassian Model

- 'Self service' enterprise software
- *Straight line business!*
- Reasonable price, no discount
 - \$1-5k / server
- No professional services
- Legendary service
- Extreme openness



Model Evolution

- No \$ for sales team? Must sell *itself*
- Sell itself? Must be *low price*
- Low \$? Must sell *000s of copies*
- 000s of copies? Must sell *globally*
- Customer must buy, we can't sell



Brief History Lesson

2001 - Big Ideas

- Scott & Mike - both 21
- Idea: enterprise software without the BS
- \$10k 'startup capital'
- Tried multiple ideas





50,000
customers

The Mission

“Our mission is to build a different kind of software company.

A company that listens to client needs, values innovation in development and solves customer problems with brilliant simplicity.

Our commitment to legendary service provides consistent, high quality support for all our customers.”

The Mission



“To be the best in the world, sir!” - Maverick, Top Gun

2002 - JIRA



Needed it. Couldn't find it. Built it.

Legendary Service

“Thanks for the feedback - I have never dealt with a company that really does deliver on support but the service is truly excellent.” - NEIL KELLY

- Support is sales for us
 - No install = no sale, no maintenance
- Drives word of mouth

2004 - Confluence



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developerWorks wikis make it easy for you and your peers to share information on topics of interest to developers. We encourage you to share your knowledge and expertise to help make the wikis a valuable resource for the entire developerWorks community.

Where do I start?

developerWorks wikis are organized into spaces. Select one of the spaces below to get started.

Spaces: **All**

- Bobby Woolf: WebSphere SOA and J2EE in Practice (+vwp)
- clearcase_remote_alert (+v)
- Common Base Event Best Practices (IBMDeveloper)
- Configuration Management (v)
- Data Server Solution Portal (v)
- DB2 wiki (v)
- DB2 XML (4b2vrf)
- developerWorks Spaces FAQ (space)
- ETK Community (v)
- Excess Runtime Problem Determination Wiki (+vprv)
- IBM CICS Tools Customers Key Requirements (CicrTools)
- IBM Lotus Quickr Best Practices (lhuoQuickrDeployment)
- IBM Ph.D. Fellowship Alumni Community - Registration (IBPHDFellowshipvulturnvrf)

Recently Updated

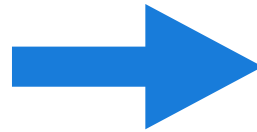
- Ready for... DB2 Program (Data Server Solution Portal) by jzsa (50 mins ago)
- Critic (IBM WebSphere Instructor Wiki) by gaffoon (3 hours ago)
- Citrix_Procedures_Guides.doc (IBM WebSphere Instructor Wiki) by gaffoon (3 hours ago)
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- Genlec (IBM WebSphere Instructor Wiki) by gaffoon (22 hours ago)
- acsm_d (vwr) by acsm_d (23 hours ago)
- ETK Sites (IBM WebSphere Instructor Wiki) by jzsa (23 hours ago)
- ITM_ITCAM_OMEGAMONDemonstration_DVD (Tivoli AARSM Technical Exchange) by jzsa (24 Jul)
- Home (Tivoli AARSM Technical Exchange) by jzsa (24 Jul)

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Needed it. Couldn't find it. Built it.

2005 - The USA





2006 Aussie EoY



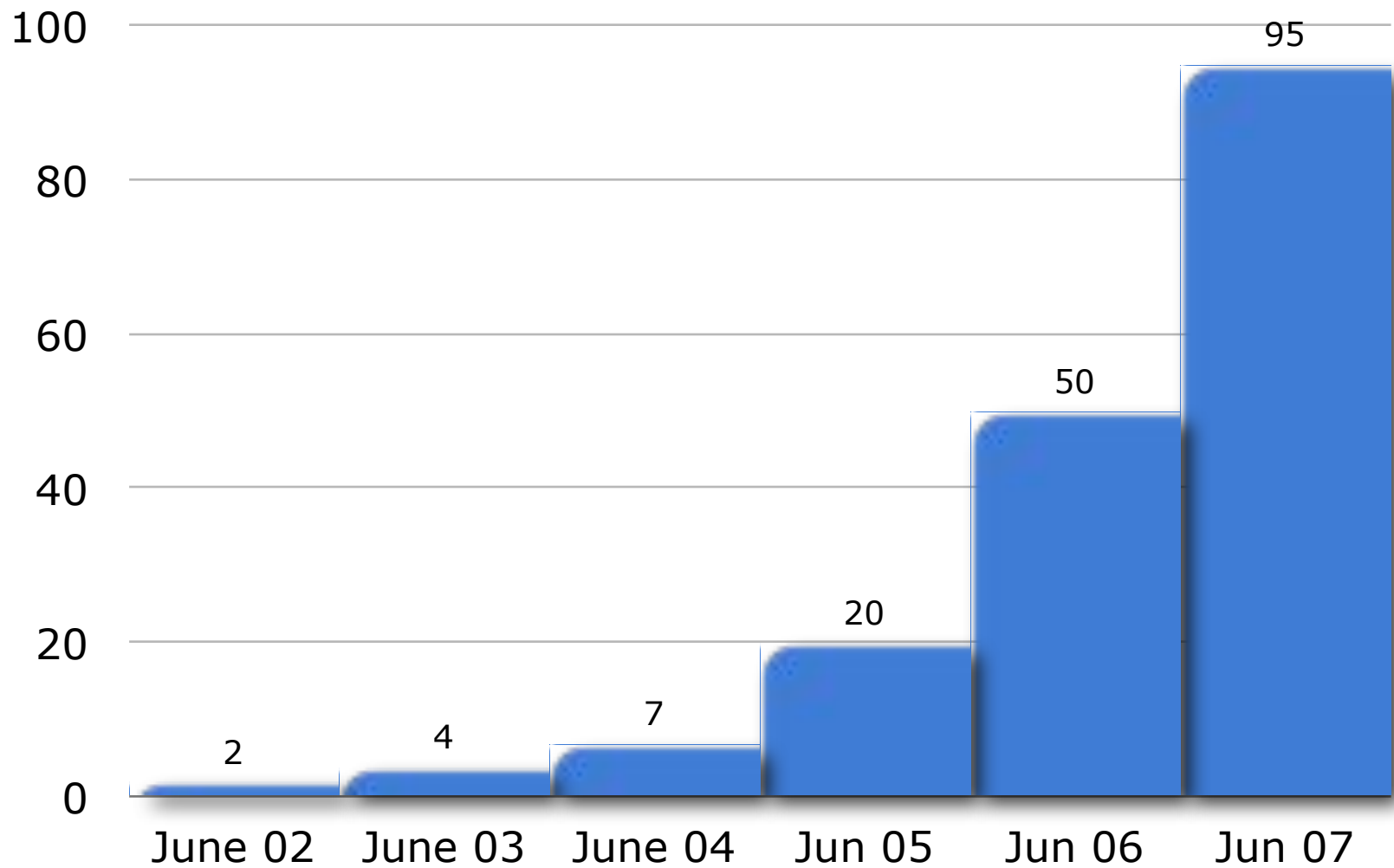
ENTREPRENEUR
OF THE YEAR®

2007 - Bamboo & Crowd

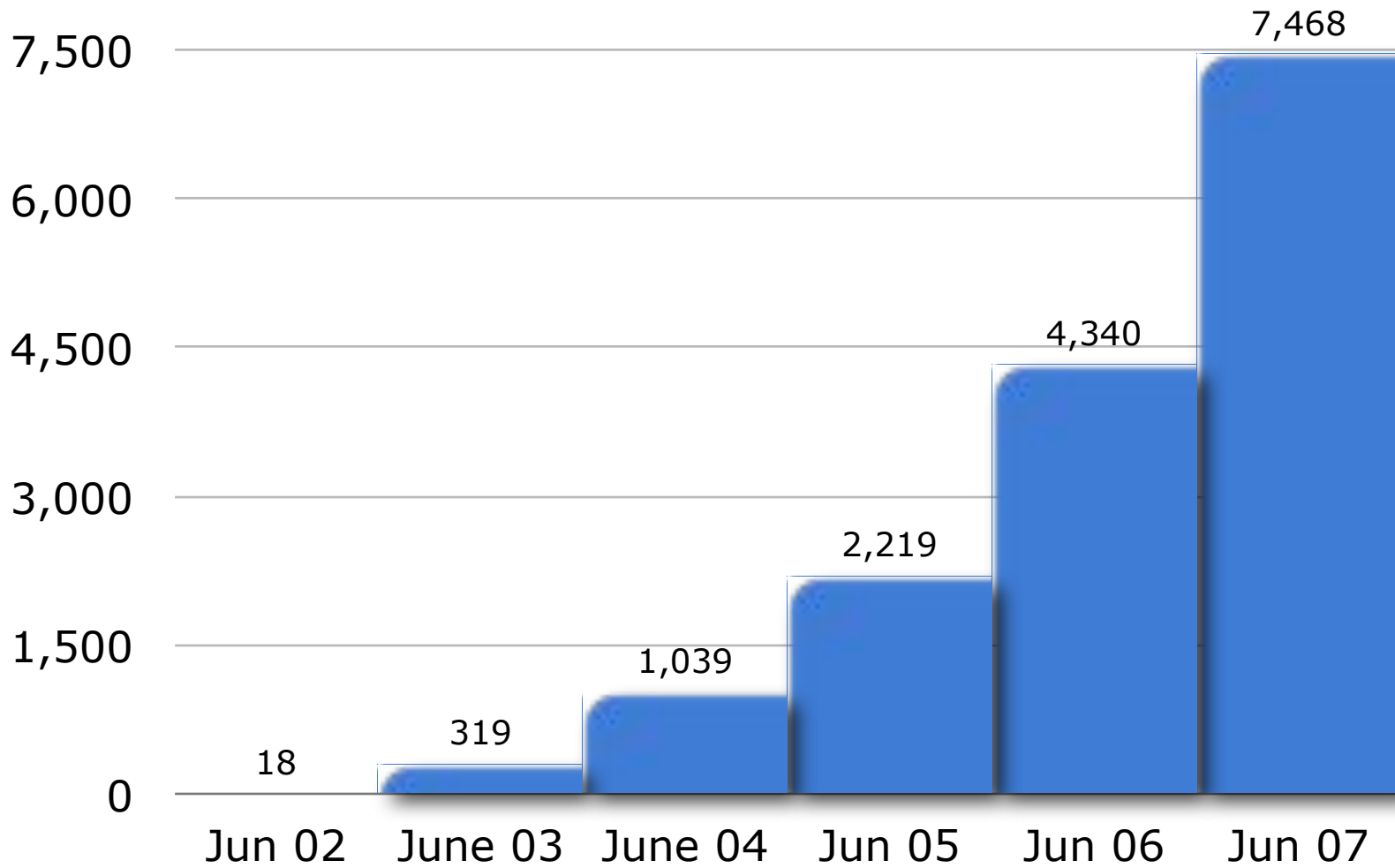


Needed them. Couldn't find them. Built them.

How is it working?



Staff



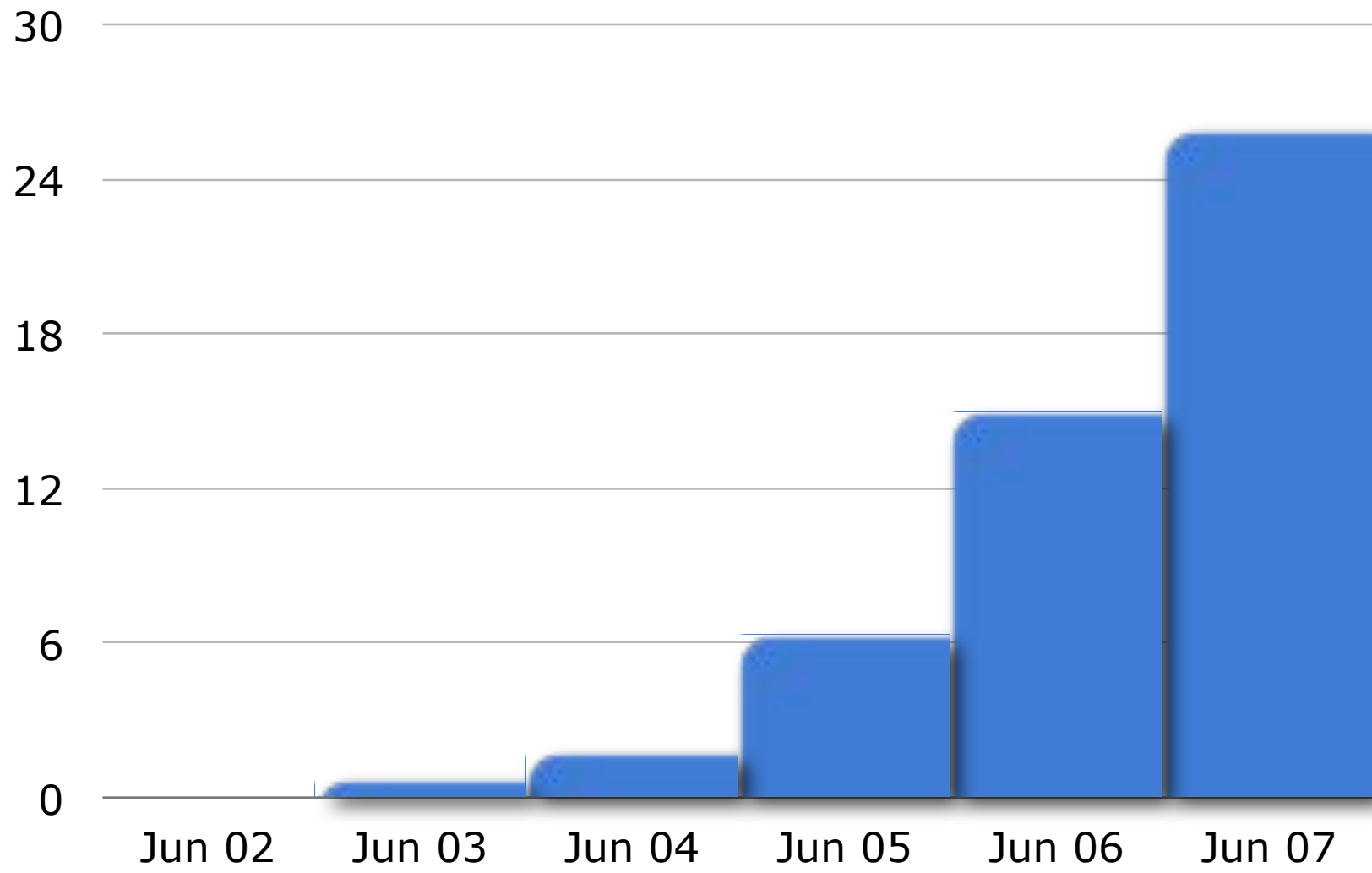
Customers

Who Are They?

7500+ customers in **88** countries
across Fortune 1000, public enterprise and technology sectors

Technology & Biotech	Finance & Banking	Science & Engineering	Telecom & Networking	Corporate & Government
Cisco Oracle Novell Siemens Fujitsu Borland Pfizer Imclone Roche	Citigroup JP Morgan Deutsche Bank BNP Paribas CIBC Merrill Lynch HSBC World Bank	NASA Boeing CERN Raytheon Northrop Grumman European Space Agency Stanford Linear Accelerator	Vodafone Nokia AT&T Bell Canada Verizon KPN Newbury Networks	US Supreme Court GE BP Sony 3M BMW BMG Booz Allen Hamilton Accenture

Australia: Telstra, Macquarie Bank, The Reserve Bank, Cochlear, Caterpillar...



Revenue

Scaling Problems

5 Areas We've Struggled




Model - Marketing - People - Innovation - Founders



The Model Itself

- Do software companies scale?
- Know what **doesn't** scale in your model
 - Software = support / sales!
- Invest in simple, installable, supportable, documented, quality product

Quality First

	Raised	Fixed
	808	338
	1622	786
	2564	2509

Simple != Simplified

- Beware scaling too fast
 - eg “the US question”
- Build the right product, not the first
 - Did we build anything new?
- Keep it simple ... as long as possible
 - eg OEM, pro services, training?
- Invest in IT systems early

Marketing

- First - **word of mouth** scales
... so make a damn good product to start
... and make it attractive!
- Google AdWords
- Trust is hard to scale
customer lists, testimonials etc.
- Beware low touch - ship a t-shirt!

T-shirts

- 1000s of shirts shipped ... by hand!
- Fulfillment now outsourced - scale
- Make them wearable!



People

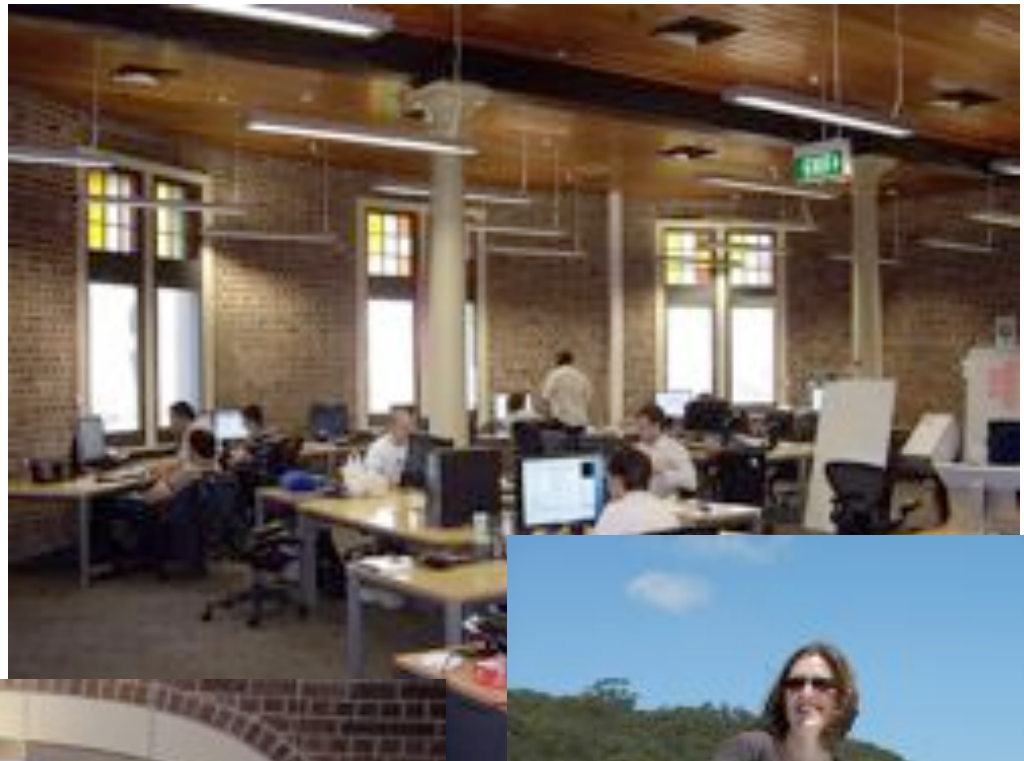
Scalable hiring is hard

- Attract the *right* people
- Hire slowly - don't fire
- Life @ Atlassian
www.atlassian.com/about/life.jsp

Invest in HR

- Events, buddy system, benefits, 90 day plans, founder's lunch, induction, foundation, large desks, large screens, 6 fridges, casual learning environment





Innovation

- Customer's buy for innovation ... but push towards normal?!
- Fight it!
- Google's 20% > Fedex Day



Founders

- People join because of us but we don't scale!
- Know everyone & care - simple things count
- Hire great management team
- Values can scale
 - Define
 - Promote!



Atlassian Values

Create useful products people lust after.

Open company, no bullshit.

Don't fuck the customer.

Built with heart and balance.

Be the change you seek.



Q&A

www.atlassian.com