Scaling Atlassian

Mike Cannon-Brookes
mike@atlassian.com
• 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

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

“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
2004 - Confluence

Needed it. Couldn't find it. Built it.
2005 - The USA
2006 Aussie EoY
2007 - Bamboo & Crowd

Needed them. Couldn’t find them. Built them.
How is it working?
Who Are They?

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

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<th>Technology &amp; Biotech</th>
<th>Finance &amp; Banking</th>
<th>Science &amp; Engineering</th>
<th>Telecom &amp; Networking</th>
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**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
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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