



CREATING FLOW: AN EXECUTIVE PERSPECTIVE

Tim Sullivan, CEO





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WHO DO YOU THINK YOU ARE?
Jim Parsons Tuesday 9/8c

USN-702

AMERICAN RED CROSS
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CAUTION
DANGER

- 17 Years online
- 2.7 million subscribers
- 12 billion records
- 55 million family trees
- 175 million sharable photos, documents and written stories
- \$488 million in revenue in 2012



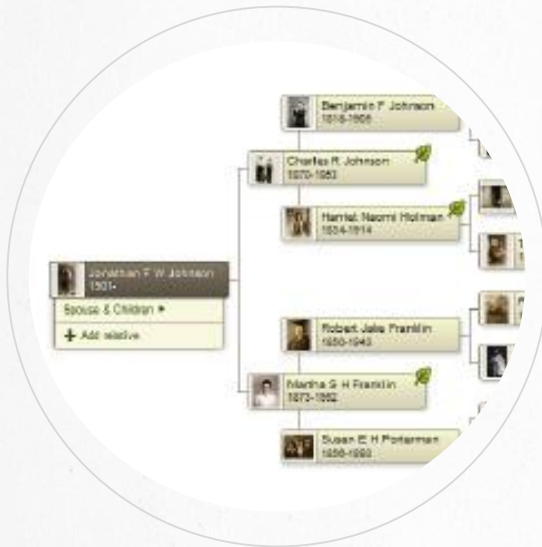
OUR MISSION IS TO
HELP EVERYONE

discover,
preserve
and share

THEIR FAMILY HISTORY. 



2006: Project “Cobalt”



Why this way?

- Needed a great leap forward
- Legacy technology
- Culture
- Impatience
- Ignorance (at least CEO...)

Problems with this approach?

- Risk
- Speed...(lack of)
- Little customer feedback
- A lot of change at once

“Cobalt” was our tipping point...

We needed to do things differently

- Faster time to market
- Smaller / *faster* change
- Better alignment with customer wants
- Parallel development
- Answer: adopt Agile

Our Three Year Transformation

The Beginning: Adoption of Agile

March
2010

First 9 Months:

- Educate
- Culture Shift

Two Years: Agile for the Enterprise

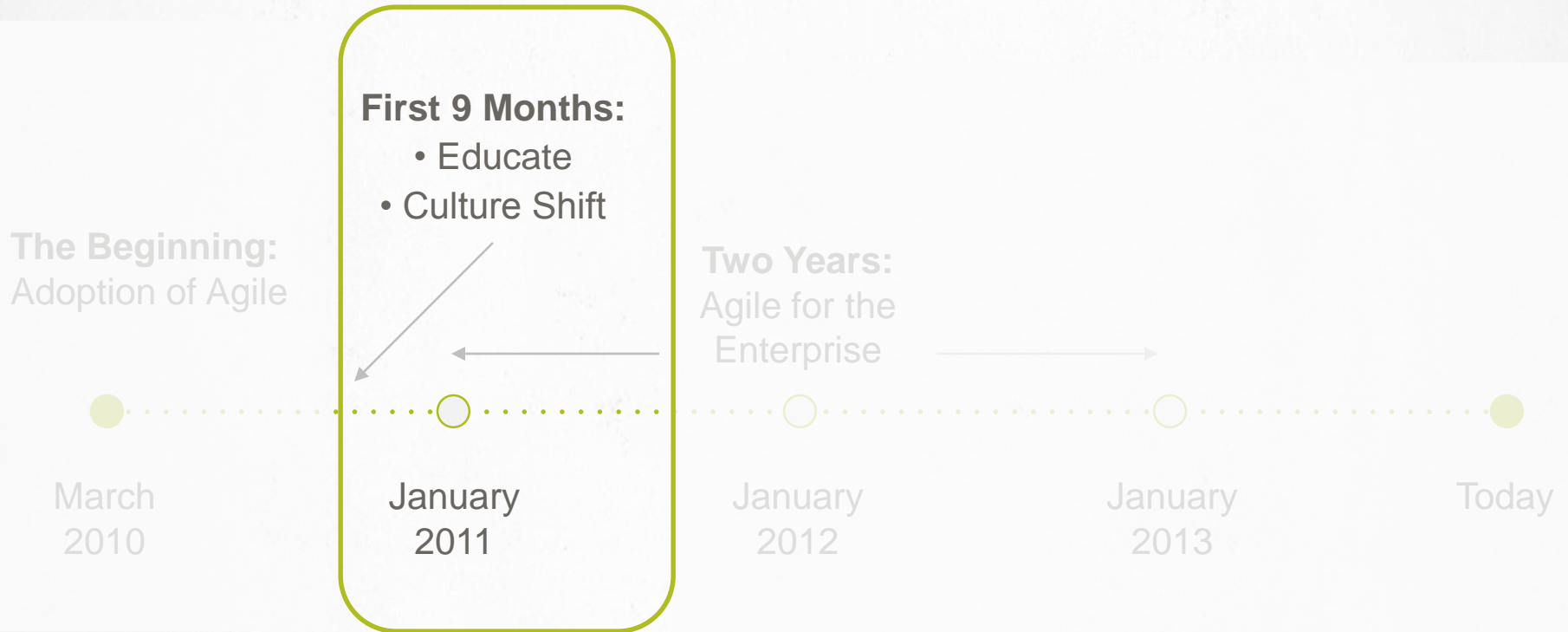
January
2011

January
2012

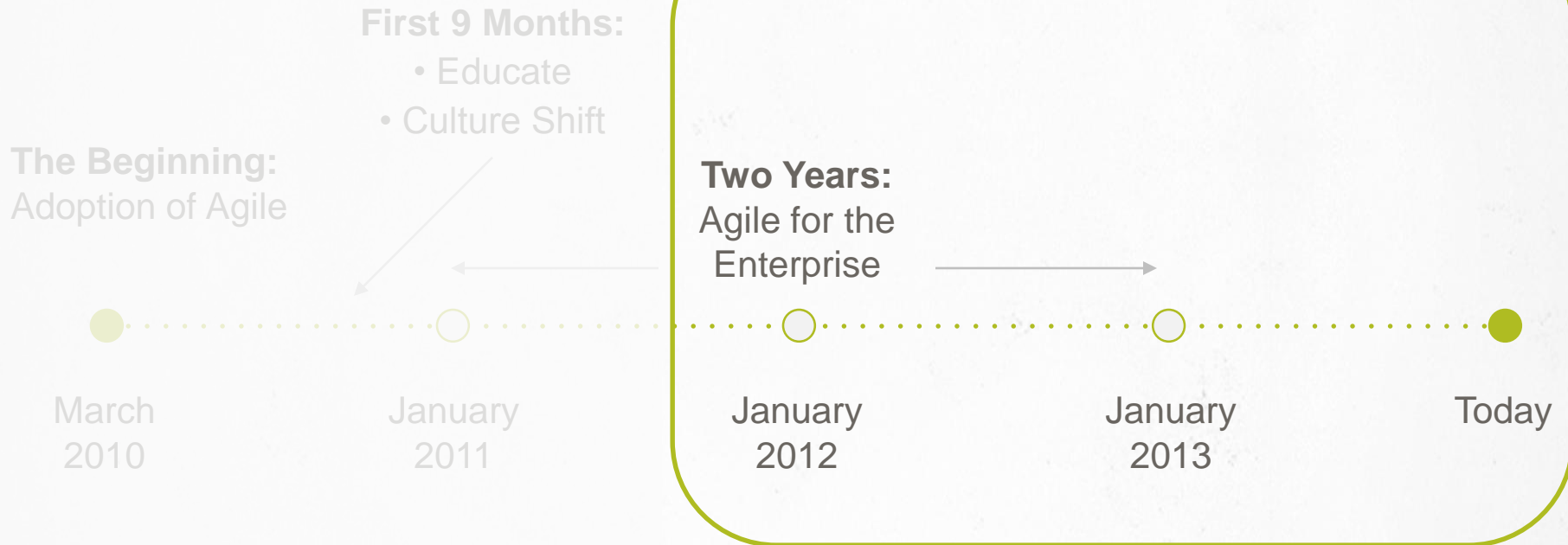
January
2013

Today

Our Three Year Transformation



Our Three Year Transformation





ARCHITECTURE



INFRASTRUCTURE

DEVOPS





CONTINUOUS DELIVERY

How we do things now: 1940 Census

NATURALIZATION		OCCUPATION AND INDUSTRY				EMPLOYMENT	
Whether able to speak English	Whether actually at work yesterday (or the last regular working day)	OCCUPATION Trade, profession, or particular kind of work, as spinner, salesman, riveter, teacher, etc.	INDUSTRY Industry or business, as cotton mill, dry-goods store, shipyard, public school, etc.	CODE (For office use only. Do not write in this column.)	Class of worker	Yes or No	If not, line number on Census Schedule
yes		none					

OCCUPATION Trade, profession, or particular kind of work, as spinner, salesman, riveter, teacher, etc.

- New components and features
- Start of Continuous Delivery
- Frequent updates needed
- Quick delivery to users

April 2nd, 1911, in this dwelling and was alive at midnight, or

(2) arrived in this dwelling on the morning of Monday, April 3rd, not having been enumerated elsewhere.

No one else must be included.
(For order of entering names see Examples on back of Schedule.)

	1.	2.	in months as "under one month," "one month," etc.		"Married," "Widower," or "Widow," opposite the names of all persons aged 15 years and upwards.	Completed years the present Marriage has lasted. If less than one year, write "under one."	Children present (If no one alive write "0")
			Ages of Males.	Ages of Females.			
1	Thomas Crebbin	Head	62		Married		
2	Elizabeth Crebbin	Wife					7
3	Ida Crebbin	Daughter					

Thomas Crebbin is male, 62 which means the birth year was approximately 1849.

Lessons learned: Increased Flow

- Change in mindset
- Accelerated change...with less disruption
- Customer alignment
- Reduced risk
- More innovation = more satisfaction



Current Challenges



Thank You