



## 2013 Strategy

### Executive summary

As we enter 2013, Scrum Alliance continues to face new opportunities and challenges. Many certifying bodies are beginning to catch on to what we've known for some time: Scrum certification is valuable, in demand, and of growing importance to the software industry and beyond. While change is important to meet the growing demand for valuable certification, change is also important to meet the ongoing needs of our growing membership.

We will continue to emphasize the Agile value of continuous improvement. Becoming more Agile and effective in the practice of using Scrum is not a once-and-done proposition but a journey of education and improvement. We believe that high-quality education and strong certification programs are essential to a meaningful Scrum journey, and it is our intent to continue to offer well-defined, well-respected certified Scrum programs in the Agile community.

In addition, 2013 will bring a renewed focus to your journey of education and improvement and will introduce the Scrum Education Unit (SEU) program. This program is designed to encourage continuous education and personal development and growth that will foster the effective practice of Scrum. SEUs will be required to renew certifications in the future, and a pilot program is currently in place for achieving one's Certified Scrum Professional (CSP) through the achievement of SEUs, experience, and knowledge.

Our community lies at the heart of our mission to bring Scrum to as many people as possible. Our gatherings are often the first point of contact for people new to Scrum, and we will continue to offer two large-scale global gatherings in 2013 as well as supporting regional gatherings and local user groups. Our virtual community relies on our website, and in 2013 we will be relaunching and continually improving [scrumalliance.org](http://scrumalliance.org) so that it is clearly THE place for people to come to learn and talk about Scrum.

Scrum Alliance is committed to being a top-notch example of a distributed organization doing Scrum successfully so that we offer a highly productive and rewarding work environment from which we enable our members' success and support our stakeholders' needs. We have engaged a Certified Scrum Coach for 2013 to help us meet this commitment through the effective practice of Scrum where appropriate. 2013 will be a year of exciting change for Scrum Alliance and its members.



## Values, Vision, Mission

### Values

- Commitment
- Focus
- Openness
- Respect
- Courage

### Vision

"Transforming the World of Work"

There are many possible ways to transform the world of work, and we believe the Scrum framework to be one of the best.

### Mission

Our mission is to encourage and support widespread adoption and effective practice of Scrum.

We will accomplish this mission by providing **Advocacy, Community, and Education** to anyone interested in Scrum and will do so with **Operational Excellence**.

The level to which we achieve this will be the measure of our success.

### Advocacy | The Voice

Scrum Alliance advocates for the effective practice of Scrum, for the value of education through Scrum Alliance, and on behalf of our members or anyone using Scrum.

Many people who use Scrum on a day-to-day basis may have only a vague awareness of Scrum Alliance, and often they have no awareness at all, even when participating in training initiatives or events with which Scrum Alliance is directly involved. It is our goal that anyone who knows what Scrum is also knows who Scrum Alliance is and what we stand for.

Extending the reach of Scrum Alliance and driving awareness and interest in Scrum will be a priority in 2013. We will focus our efforts on solidifying Scrum Alliance's brand as a public platform for its ongoing mission to transform the world of work.



## Community | The Place

Scrum Alliance has more than 200,000 members worldwide. It is our goal to further engage and grow the global Scrum community, strengthen stakeholder relations, and deliver a stellar member experience. By doing this, we believe Scrum Alliance will be the place that people go to talk and learn about Scrum. We will continue to deliver community-building activities such as Global Gatherings and support for regional gatherings and user groups. We are also committed to improving the content, functionality, and presentation of our website as the hub of our vibrant, on-line community.

## Education | The Knowledge

Scrum Alliance has a unique brand and highly recognized set of certification programs in the industry. It is important that Scrum Alliance carries on its reputation for being the best place to learn about and successfully practice Scrum. Therefore we continue to enhance our education programs to ensure that students have the knowledge and experience they need to be successful in the roles they play on Scrum teams.

Certified ScrumMaster® (CSM), Certified Scrum Product Owner (CSPO), and Certified Scrum Developer (CSD) certificates are our introductory certifications and, as such, mark just the beginnings of the knowledge required to be successful in the effective practice of Scrum. In 2013 we will be emphasizing the benefits of continuous education and gaining ongoing experience before one can be considered a “professional.”

That means a renewed focus on your journey of education and improvement, and on providing a progressive path of superior Scrum and Agile education through the introduction of the Scrum Education Unit (SEU) program. This program is designed to encourage continuing education and personal development and growth that will foster the effective practice of Scrum. SEUs will be required to renew all certifications in the future, and a pilot program is currently in place for achieving one’s Certified Scrum Professional (CSP) certification through the achievement of SEUs, experience, and knowledge.

Scrum Alliance will engage and encourage its members to continue the journey, offering opportunities to display and track progress through continuing education, volunteer activities, community involvement, and more. CSM, CSPO, and CSD are just the beginning!

Our intention is also that SEUs will be required to renew certifications every two years. Once the program pilot is complete, and more information is available on the renewal process, members will receive appropriate communication.



## Operational Excellence | The How

Our ambition is for Scrum Alliance to be the place where people go to learn and talk about Scrum. In 2013, visitors to [www.scrumalliance.org](http://www.scrumalliance.org) will have access to vibrant new website that will give a renewed focus of our brand, engaging and supporting our members and visitors with top-rate content and enhanced features designed to provide a stellar user experience. If, at any time, you need additional assistance, our committed staff is available to assist you. Please send a message to [support@scrumalliance.org](mailto:support@scrumalliance.org) and your question will be addressed within 48 hours.

A major part of our commitment for 2013 is to fully adopt Agile principles and Scrum values and practices into the operational management of Scrum Alliance. This process has already started with the engagement of a Certified Scrum Coach, and we are working toward having a full backlog for the organization, a road map laying out our intended events and programs over the year, and a series of release plans to focus us on top priorities. In keeping with the Scrum value of openness, we will be publishing at least a summary of these at regular intervals, so watch this space!

## Scrum Alliance Business Model Overview

Scrum Alliance is a not-for-profit, professional membership organization. The Board of Directors is responsible for the overall governance and financial prudence of the organization. The Managing Director is responsible for working to the financial goals and to the budget established by the board.

### Revenue

Scrum Alliance's revenue is derived from three primary sources:

**Certification fees:** Annual fees are charged to Certified Scrum Trainers approved to teach the Scrum framework. The majority of these fees are collected in advance and, for accounting purposes, these are recognized as revenue over the term of the certification period.

**Class revenue:** Scrum Alliance earns a portion of the fees that Certified Scrum Trainers charge their classroom participants. The fees are collected and recognized as revenue as the classes are conducted. This is Scrum Alliance's largest source of revenue.

**Global Gathering revenue:** Scrum Alliance collects fees from participants in and sponsors of the organization's various Global Gathering events held at sites around the world. The Global Gatherings provide opportunities for the global Scrum community to come together for networking, collaboration, learning, and personal growth. These events strengthen the overall Scrum community significantly and serve to emphasize Scrum Alliance's prominent leadership role.



Depending on the location of a particular gathering, revenues may or may not cover direct costs of the event, although the organization attempts to minimize the net excess of costs over revenue.

**Interest and investments:** In addition to the primary sources of revenue, Scrum earns interest and dividends on its cash and investments. Because of the low interest rate environment, investment income has been relatively insignificant in recent years.

## Expenses

The significant components of Scrum Alliance's expense structure are as follows:

**Staff compensation:** Scrum Alliance retains a combination of full-time employees and contract professionals to oversee the operational and administrative activities of the organization. Positions, which change from time to time, have included a Managing Director as well as positions in marketing, membership, certifications, gatherings/events, user group support, accounting, and administration. Historically, staff compensation has represented the largest portion of the organization's expenses.

**Membership support and development:** The organization incurs costs to maintain and enhance user materials, including information provided through its website.

**Certification and user group expenses:** Sponsorships and speakers are provided to user groups around the world in support of the Scrum framework.

**Program development costs:** Scrum Alliance continually strives to provide the most up-to-date programs reflecting the issues our members are currently facing. Materials and tools are subject to ongoing development to meet the needs of users.

**Gathering expenses:** These are expenses directly associated with Gatherings and typically include costs of the facility, speakers, equipment use, and travel.

**Sponsorship and support:** Regional gatherings, user groups, and other Agile- and Scrum-related events, for example, fall into this category.

**Merchant fees:** The organization collects the vast majority of our revenue via credit card via the website. Fees are paid to the merchant processor for providing the mechanism and licensing to accept credit card payments.

**Administrative and other expenses:** These include legal costs, office expenses, and other costs necessary to run the business.