EDITED TRANSCRIPT
TEAM - Atlassian Corporation PLC at JMP Securities Technology Conference

EVENT DATE/TIME: FEBRUARY 25, 2020 / 4:30PM GMT

CORPORATE PARTICIPANTS

Sridatta Viswanath *Atlassian Corporation Plc - CTO*

PRESENTATION

Unidentified Analyst

Oh, okay. Great, wonderful. Look, so we're just delighted to be kicking off day 2 of the conference with Atlassian. Seating to my right is Sri Viswanath, who is the Chief Technology Officer.

And Sri, what we're going to do is we're going to go through your background a little bit, so people can get to know you. And then we're going to talk a little bit about how you manage 2,000 engineers with Atlassian.

Sridatta Viswanath *- Atlassian Corporation Plc - CTO*

Excellent.

Unidentified Analyst

That's got to be some trick. Yes.

Sridatta Viswanath *- Atlassian Corporation Plc - CTO*

I'm excited to be here.

Unidentified Analyst

And then we'll talk a little bit about the normal questions you'd get at a conference like this. But it's great to have you here.

QUESTIONS AND ANSWERS

Unidentified Analyst

All right. So first of all, so people can just know a little bit about you, where you're from, where were you born?

Sridatta Viswanath *- Atlassian Corporation Plc - CTO*

Yes. I grew up in India. I did my undergrad in India, came to U.S., did my master's in computer science.

Unidentified Analyst

And so what year are we talking about when you...

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

'96-'97. And then I did my master's, then I joined Sun Microsystems. I spent about 9.5 years at Sun, great company, learned lots of cool...

Unidentified Analyst

Those were the heydays, right?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Heydays. There were some heydays, then there were lots of things. But Sun was a pioneer in technology and also in people and caring for people. Every time I meet people from Sun, people are like, "Wow, that was a great time."

Unidentified Analyst

Yes. So that was, what, '90...

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

'99 to 2008 when I stayed there. So I learned lots of basics on people management and working on leading technology and pushing the boundaries of technology at Sun.

Unidentified Analyst

Do you have any thoughts on the -- and I totally did not prep you for this question.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

No.

Unidentified Analyst

But if you don't want to answer, fine. But it just occurred to me, do you have any thoughts on the Oracle-Google lawsuit and whether APIs and the structure of Java is something that should be copyrightable?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

It's funny. So I managed the J2EE enterprise server...

Unidentified Analyst

Did you? Okay. So you're the perfect person to ask.

THOMSON REUTERS

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

We worked on open servers and we worked on -- we were pretty open when we were at Sun. It's like we didn't want to patent, we didn't want to -- we want it to be open. Opens have grown up thinking it's actually good for the society to have open APIs and not having patents for the interfaces so that there could be innovation in the ecosystem. All right, I'll leave it there.

Unidentified Analyst

No, leave it there. But it's fair enough, fair enough. And when did Oracle buy -- were you still there or...

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

2010. No, I'd left by then. I'd left by then.

Unidentified Analyst

Okay. So 2008, where do you go?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

I went to Ning, which was Marc Andreessen's third company. And we were doing social networks, consumer space. We were building a platform. We were actually scaling faster than Facebook and we were bigger than Facebook.

Unidentified Analyst

This was the build-your-own Facebook, right?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Build-your-own social network. Yes, it's fascinating times. And we went through -- I was there for 4 years, and it was being in 4 -- 3 different -- 3 or 4 different companies, we were scaling fast. We did lots of scaling in the product and building the product for social network. Then we had to change the business model, so we went paid-only and then we had to lay off the company, too. We got profitable. We sold the company after that, so there's the sale portion. And then we landed at Glam and then we had to transition, so there's like lots of exciting...

Unidentified Analyst

But what was the lesson from Ning? And we'll do Glam after.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Yes. The thing that I learned at Ning was the leadership on how do you scale the platform. We were doing cloud-native before cloud-native existed, right?

Unidentified Analyst

That's 2008, right? Yes.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

2008. There was AWS, but we couldn't use AWS as is. So we had to build all the services back in the day. We were pretty cutting-edge. And the skills that I learned and the leadership that I learned on you build it, you run it back in the day, when it's becoming a buzzword now, it's fascinating to see it. It's like, "Wow, we did that then. I should just tell people we did that then."

Unidentified Analyst

Yes. All right. And then so it ended up in Glam. And Glam was super hot for a while, too. And then...

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Correct. Yes. So the reason Glam bought us was because there was -- they could do ads on social networks and they could grow. I was only there for a few months and then I transitioned out. And then I was at VMware for a short period, for a year, where I ran the Horizon Suite at VMware. And then Groupon...

Unidentified Analyst

Yes. Talking about that because that's interesting. So Groupon was what year?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Groupon was 2013-2016.

Unidentified Analyst

Yes. And how did you -- who called you? How did you end up at Groupon?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

I didn't know people at Groupon. So they recruited me there. It felt like challenges, chaotic in terms of Groupon had acquired lots of companies and there was lots of platforms. And 2 things there. I had to rebuild the cloud platform and aggregate everything into a single global platform and the product across Groupon. And the second thing is we built a machine learning system that replaced humans in between. So that was fascinating because building machine learning has actually 2 problems. One is the technology itself, how do you build it...

Unidentified Analyst

Wait. What was it -- what were you trying to do with the machine learning?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

So if you open up Groupon app, you see the deals. And you need to personalize the deals. And the top 3 or 4 deals is a significant percentage of revenue. So making sure that we understand what you like, where you've been and getting all the signals right. And it's actually a very complicated problem because it's not like you stack rank things, "This sushi place is better than that sushi place." It's not that simple. And we had city managers

THOMSON REUTERS

who'd stack rank things, "I know this sushi place, it's the best. That needs to be on top." But if you're 30 miles away from it in that city, you don't want to go drive 30 miles. You would just go nearby. So the propensity of travel matters a lot in different categories.

Unidentified Analyst

Yes. We had a -- and you never know what the -- some of the signals are going to be, right? So for example, yesterday, we had this company Eightfold. It's a private company, right? You know them?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Yes.

Unidentified Analyst

So -- and he was talking about the algorithms he's building to match candidates with jobs, right? And I go, "Give us an example of one thing you learned." And one thing he learned is there's a code when you're in the military, when you've had a certain kind of training. And that most of the people who get that training are the army chaplains, right? And those people really excel in marketing, right? Like, "This is fabulous," like, "How did you get that?" So yes, I love it. How long were you at Groupon?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

About 3 years.

Unidentified Analyst

3 years.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Yes.

Unidentified Analyst

And so that takes us to, what, '16? Is that when you joined...

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

2016. January 2016 is when I joined Atlassian.

Unidentified Analyst

Okay. And then who called you? Was that a recruiter? Or how did that -- how did Atlassian happen to...

THOMSON REUTERS

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

I knew a Board member at Atlassian. And he introduced me to Mike and Scott. And he's like, "It's a good company." I knew Atlassian for a long time. I had used Atlassian at Ning, at Sun, in fact, the early days, and also at Groupon. So every company that I was in, I was intimately familiar with...

Unidentified Analyst

Were you just using Jira? Or were you using...

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Jira and Confluence.

Unidentified Analyst

And Confluence.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Yes. Both in all 3 places. And I had seen the power of how it can transform. And one of the things is for all those 3 places, I'd always use on-prem Atlassian products. And Mike and Scott were like, "We need to do cloud. We need to be a cloud company."

Unidentified Analyst

In '16?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

In 2016.

Unidentified Analyst

Oh, that's interesting.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

I was talking to them late 2015. So they're like, "We need to be a cloud company, so come help build the cloud platform," which is what I did.

Unidentified Analyst

Okay. Did you go to Australia to meet them?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

No. They come here quite often. But I did go to Australia quite a lot the first year. I go there quite often. It's a direct flight, great city.

Unidentified Analyst

Yes. So what was the situation when you landed Atlassian in 2016?

I mean when you looked around and you're like, "Okay, here's what I've got to deal with." What were the first couple of things you saw...

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

I knew Atlassian was really good, going in. When I went in there, I knew the products are good. There's lots of work to be done. When I went in there, I said, "Wow, there's nice people." I didn't know about the people itself. I didn't know anybody at Atlassian working. But Atlassian has such a nice culture, where people don't see from outside. It's actually really, really solid. I think that solid foundation has helped us to build different dev centers, different products and cloud-native and build a platform that cuts across all these products. These are hard people problems, right? The technology is actually straightforward. Like if you put smart people in, you can figure out a method to solve it. But the people problems are actually much, much harder. And having that solid foundation of having great culture, solid people like that, I think, has helped us grow a lot. So the surprising part was I didn't know how nice the people were inside Atlassian.

Unidentified Analyst

That's really interesting. So what's -- I don't think we think about that too often that the people problem is actually harder than the technology problem. What's the hardest part about the people problem?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Yes. The thing about people is when you have lots of teams and when you're -- and it's increasing in dimensions when you're moving to cloud because what's happening -- let me step back and talk about the industry, right? So industry is moving to cloud, like all of you know it. The things that happen behind the scenes when you move to cloud, you start using all these third-party products, like you use AWS, you use -- and you're moving to cloud and you're moving to micro services. When you move to micro services, you get these small teams of like 6 or 8 people, 10 people owning certain things. And then it becomes lot more -- lots and lots of small teams. In fact, we have like thousand services running in production. All these...

Unidentified Analyst

Each service has a team or a couple?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

A bunch of services have a team. But lots and lots of small teams that are independent, have clear APIs, they have a mission, they run as fast as you can. So the problem becomes when you move to cloud and move faster, we do like 50 deployments a day, right? You need 2 things to do this, right? One is you need heavy tooling and automation across the board, right? You need to keep all of them aligned, otherwise they all go off in different directions and you don't get the output. So when you have all these teams, you build it, you run it. They want to be owning things as much as possible. Like you want to let them loose, but you want to let them loose on a specific direction, so tooling, extremely important.

And number two, alignment and people aspect of they still need to work with all the other teams and making sure that they actually work well with different teams. And sometimes, you don't want duplication across all these things. So you need to start pulling common pieces and create a platform. Every multiproduct company will have to do this. And that's not an easy problem to take something away from a team saying, "I know you built this. They're also building this. I want to move it to a common place."

8

THOMSON REUTERS

Unidentified Analyst

Give me an example of that.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Let's say if somebody is building identity. And you want to have a central identity service. If they are building attachments and uploads and media-specific features, you don't want to build it 7 times in the product. You want to move it to a common service. You don't want to build even -- there's different levels of things in the platform. There's infrastructure layers. You want to use AWS in the same way. You don't want to use AWS for something and GCP for something else. And you want to have a strategy that works across all those. So there are structures that you need to put, and you need to have these common things that everybody needs to follow. But you need to make sure that they're self-contained units that they can go as fast as possible.

So people problems are actually extremely important. And the beauty of Atlassian is because we have an awesome, solid foundation in terms of culture, we actually try to build in into our tools. We dogfood every single product, as you can imagine, across our Jira and Confluence and Trello and Jira Service Desk. We have lots and lots of Jira services. Every single team, like IR team, for example, uses Jira Service Desk for interfacing with the request coming in from different teams on all the things that we do. I'm sure there's a Jira service ticket for JMP conference to figure out what we need to do and who needs to engage and track all the things...

Unidentified Analyst

That's why you guys showed up early in your own time.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

There you go. Look at that. We're super organized. But the beauty is for all our developments -- and development has gone beyond just engineers, right, so it touches every single part of the organization. And every company is becoming a software company. So our products are actually used by every single one -- even though you start with, "Oh, it's a technical product." It's actually not a pure technical product because we have program managers, product managers, IR people with finance people [FDN], everybody uses -- touches our products. And we need to make sure that it works for engineers but works for everybody else. So we dogfood, we use our products internally ourselves across the board.

Unidentified Analyst

Yes. Well, it is -- I mean that was the point, right, which is that the biggest problem you have is teams. And of course, the problem you're solving with teams. So you feel great, right? So that should work.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Yes.

Unidentified Analyst

All right. Let me ask you the 3 questions that I have to ask everyone and then I want to go back to this issue of how you manage 2,000 developers and culture and leadership. If I do that now, we'll certainly run out of time. So question number one we've asked everyone is how's business? What would you say?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

It's going great. We had a great quarter. Q2 was solid. Our cloud products grew across the line, right? All products were super positive, very excited. We have launched new products. For example, for Jira and Confluence, we have launched free, which is strategic for us and it's doing well.

Unidentified Analyst

And we'll talk about that, yes.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

And early, very early but a good direction. That's what you see externally going well. Internally, I'm also pumped up because there's lots of things that we are working on that I look at it and say, "Wow, this is great." We started on our cloud journey 3 years ago, and I'm actually seeing the fruits of -- we did this 3 years ago in the hope of getting this 3 years, 4 years from now. And we see that happening one after the other and pieces falling into place. More exciting for me, given that I manage all the infrastructure and...

Unidentified Analyst

One example of that, something you started 3 years ago...

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Oh, the free. I mentioned free, right? So we couldn't have done free 3 years ago and...

Unidentified Analyst

Why not?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Because we didn't have a cloud platform that could enable cost effectively how we could. So we built out this platform that's a multi-tenanted platform that could enable free. And we can do free now a lot more easily because the cost per month has come down significantly compared to what we had before.

Unidentified Analyst

Oh, it's not -- it's the cost of providing the service was too much to do.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

We had a different architecture, where we had single-tenanted. And we had to spin up a complete stack for every single customer. And we just -- those cost prohibited to do free at that stage. And having done this transition. Now it's like -- that's like really doable. And of course, strategic for business, we've always wanted to do it, but it's the right phase. We also have free for other products.

Unidentified Analyst

And the other ones you have available for free now?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

We have free for Trello, Bitbucket. And when we bought Opsgenie, we also created a free product for that. And now we have Jira and Confluence.

Unidentified Analyst

Okay. That would be it. Trello was already multi-tenant when you bought it, right?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Correct. So all the other ones...

Unidentified Analyst

Opsgenie was multi-tenant when you bought it. The ones you had to do were...

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Correct. So when we buy products, we buy -- when we look at products to buy, we look at specific things. Architecturally, it needs to fit well with the company technology-wise. But also culturally, it also needs to fit. It needs to have a similar land-and-expand model. Our business is different compared to others. It needs to be closer. And when other companies buy -- do M&A, they have to meet the model, so they raise prices and all that. We go -- we always look at long term on how do we make sure that we create runway. When we bought Opsgenie, we actually reduced the price and created a free rather than jacking up the price and doubling down on making money, right? So it's a different approach to how we solve the problem. And that helps us to start creating this flywheel that works for a longer period, not just that we have to make money this quarter.

Unidentified Analyst

And when -- so when did you -- when did free launch?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Recently and certainly, like, in few months.

Unidentified Analyst

Last couple of months.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Last 6 months.

Unidentified Analyst

And what have you seen so far?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Promising. It's going well. But it's too early to have the impact. Again, all these things take a while before -- and the premise of doing this is if you look at it, we want to have a large funnel coming into Atlassian. And this increases the funnel. And as we build towards more enterprise and in the cloud, if you have seen our trajectory for Jira and Confluence, we implemented this new platform and we had a 2,000-user limit and we have increased it to 5,000 and 10,000. And we are adding -- we added premium features to the enterprise and we are working on more enterprise features. So we are upping the bar on the top end and we are increasing the funnel at the bottom end. So it's classically fitting into our model, where we want to have lots of people using their products and we make money. And again, all this premise of having low value -- low cost and high value, right? So that's our thing, and we want to keep it that way.

Unidentified Analyst

Right. So I guess dumb it down, the growth driver, right, more and more stuff in the funnel from the free products and everything else you do.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Yes. Exactly. So our business model in simple...

Unidentified Analyst

And then more net dollar expansion by raising the top end?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Exactly. So land-and-expand model. We want our products to land by itself and grow by itself. We grow in multiple ways, right? When it lands, a team uses it, the next team uses it. They go and talk in [awards closing], you should use Atlassian and the other team uses those products. So that's how we keep using it. They start using more products and then they start using Marketplace app and Marketplace and our ecosystem is a big portion of our strategy. And after they use all this, then they say, "Oh, I need more enterprise features, especially the larger front." And they upgrade to premium. And that's our expansion for our current thing. In fact, the beauty is -- the best slide that I like, we did the investors' conference, it's on our investor website. The Slide 79 is the most colorful slide. It shows the breakdown of customers that are expanding for the last 10 years. And it's a layered colored cake and it's fabulous. That's the best slide I love, right? I see it every morning.

Unidentified Analyst

Yes. Okay. And then the other question I've been asking everyone is are you seeing any impact from the coronavirus?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

No, not on the business. Our Chinese market is not material. We don't have a people presence in China. As such, we don't have a center in China. So that part is not material. Business is doing well overall as such. But there is also -- we need to care for our people, so travel restrictions. Whatever we need to do, we'll have to do those.

Unidentified Analyst

Have you decided on that yet? Or is that just something you're watching?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

No. We are watching. We are watching guidelines from -- that we talked about at the San Francisco travel agency.

Unidentified Analyst

Yes. Okay, cool. We'll take a pause and see if there's any questions from our audience.

Unidentified Analyst

Can you just speak to the spending level of (inaudible)?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Absolutely. Yes. So we spend about 35% to 40% of revenue on R&D. And that's one of the highest in the industry. And that's for a specific reason, right? So we are very strategic in how we think about our business model. And to be able to enable the business model, we don't just build the product. We think about how do you build the product and make it really good. And then we go a mile further because we want the products to sell itself. So anything that a salesperson would do, we want to bake it into the product, meaning the land portion, the expand portion needs to be in the product. So how does it work when you use Jira to be able to use Confluence. If you use Confluence, how do you use other products. So those thinking goes an extra mile. So we build it very quickly and then we take longer or more resources, more investment to be able to make it successful in our land-and-expand model. So that definitely increases our strategic investment in terms of how we think about building products in our business model. That seems to be working really well.

Unidentified Analyst

Is that where you were going, Steve?

Unidentified Analyst

Yes.

Unidentified Analyst

Yes. So that's really interesting. So you build part of this -- you build part of the job that a normal salesperson does in a normal company connected to the product?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Correct. Yes.

Unidentified Analyst

So instead of a salesperson calling and saying, "Hey, I see you're using Jira, you should use Confluence," a product basically...

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

The product needs to say it. So what we do is we actually, at the right moment where we understand the user's journey, we should be able to say, "Wait, you are typing in 3 pages into Jira. We have this awesome product called Confluence." And the beauty of cloud and the reason we want to be a cloud company is because the friction to move to a second product is actually near 0, right? So they already have Atlassian IDs. It's already logged into the second product. You just have to provide a link. And you click there and we can move the 3 pages of text into Confluence, and they already are starting to use Confluence right there, right? And we want to enable more of these points, where people are delighted to be, "Wow, this is getting hard," and we say, "Hey, there's an easier way to do this in this other product," and they move over.

And we have lots of those points, and we need to think through all the different uses. We need to understand the customer really, really well, not just surface levels, saying "Yes, they use our products. They're happy." But next level and the next level and then we think about the actual user flows on, "Wait, they could do this user flow much better if they had used this other product." And we tie that into the different places of users' journey. So thinking it from customers' perspective and understanding exactly what the user flows are is critical for us.

Unidentified Analyst

I love that. That's a great idea. It'd be really nice if the IR people had some metric that showed over time how that strategy is working.

Unidentified Analyst

I think they have the dollar (inaudible)

Unidentified Analyst

We have that already?

Unidentified Analyst

[Top lane, bottom lane]. I don't know.

Unidentified Analyst

All right. So in 3.5 minutes, let's talk a little bit about your kids and how they relate to the culture at Atlassian. So Sri was telling me before we started that he has a 16-year-old and a 9-year-old, right?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Two teenagers.

Unidentified Analyst

Yes. We know the 9-year-old is a girl.

THOMSON REUTERS

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Yes.

Unidentified Analyst

And I asked what the 16-year-old was into. And tell our audience what the 16-year-old is into.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Oh, 16-year-old son, he is a junior. He loves programming. He was in a hackathon. Hackathons are 24 hours of nonstop coding. You don't sleep. You eat lots of pizzas. You don't drink because they are teenagers. But you go nonstop for 24 hours. So he was in one of those -- he has done one more but not like nonstop without sleeping. Teenagers love sleeping. But he didn't sleep for 24 hours. At the end of 24 hours, he was excited to be -- have done that.

Unidentified Analyst

Yes. And he came in -- and very quickly, what was it that he invented in 24 hours?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Oh, he built a machine learning program for noise cancellation and audio classification, which basically means if you hear sounds, he can actually detect what sounds they are. And if it's noise, even he can remove all the other sounds and pinpoint to, "Oh, that's a bird. That's this kind of bird that's coming from South America or whatever." So that's the general case.

Unidentified Analyst

Yes. So what I love about that is you get your son or employee to work 24 hours. And at the end, he's totally psyched and he's ready to go and he wants to do more. So you do these hackathons and it lasts...

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Oh, absolutely.

Unidentified Analyst

And do your employees have the same reaction to that...

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Oh, it's amazing. In fact, Atlassian started the culture of hackathons in the software industry. Atlassian has been doing this since like ages, like 15, 20 years, like when Atlassian started. It's called ShipIt. And we do the ShipIt Days, where the people form teams, both technical and nontechnical, and they present after 24 hours. And we choose winners for different categories.

Unidentified Analyst

They're up all night. They have to present afterwards.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

They can be. They don't have to be. But people are pumped up because they're working on their most passionate thing. And you asked me how do I manage the 2,000 people, where you're going to ask me. My job is to make sure that, that energy that's there during ShipIt, I actually do it on their normal day job. That's how I do it. Because the energy that you see in those hackathons, I saw it in my son's eyes. After 24 hours, he was like explaining things and he didn't just want to crash out.

Unidentified Analyst

Yes. And then probably my last question will be one that really my wife should be asking not me, but I'll ask anyway. So in the hackathon that your son was in, how many boys? How many girls?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Yes. We have a funnel problem.

Unidentified Analyst

Yes. So how many boys? How many girls?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

There were 65 kids who did the hackathon. There were 5 girls. This is for somebody who's going to graduate 5 years from now, right?

Unidentified Analyst

So how are you going to increase the number of women engineers in your organization?

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Yes. Just like every other company, we are working really hard on multiple ways, both making sure that we have mentoring for women who are in the company. We have goals for -- in fact, there is goals for every one of my leadership team on diversity, but also I guess increase the funnel outside, right? So we need to take -- that's the thing. If we have a problem 5 years from now, we won't be -- no matter what we do, we won't be able to solve it. So we do all the things that we do in the current system. We remove biases. We have training for every engineer interview. We'll make sure that it's as unbiased as possible with all the training resource candidates. We go after different diversity groups. We do all the things that we can do. But we also have to tackle much early in the process.

Unidentified Analyst

Got to fix the funnel.

THOMSON REUTERS

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Exactly.

Unidentified Analyst

Right. Sri, thanks so much. It's really fun to have you here.

Sridatta Viswanath - *Atlassian Corporation Plc - CTO*

Okay. Yes. It's great. Thank you so much.