

ACCM MANIFESTO CROSS COMPARISON

V A L U E S	Agile's Customer-Centricity Manifesto Values	Agile Values	Agile Sales Values	Agile Marketing Values	Agile HR Values	Foundational Agile Practices
	1. Human interactions (respect for people and diversity) over processes and tools.	1. Individuals and interactions over processes and tools	1. Customer needs over 'Rinse & Repeat' pitch process	1. Focusing on customer value and business outcomes over activity and outputs	5. Intrinsic motivation over extrinsic rewards	People over Process, People-Centric, Customer-Centric
	2. Obsession for fulfilling customer needs and creating value (outcome) over focusing on irrelevant work and communication (output)	2. Working software over comprehensive documentation	2. Always be creating value over 'Always Be Closing'	2. Delivering value early and often over waiting for perfection	4. Inspiration and engagement over management and retention	Value-Focus, Reducing Waste
	3. Cross-functional engagement with customers in frequent interactions and shared ownership over contract negotiation	3. Customer collaboration over contract negotiation	3. Cross-Functional and Iterative engagement with customers over contract negotiation	4. Cross-functional collaboration over silos and hierarchy	1. Collaborative networks over hierarchical structures	Collaborative, Feedback
	4. Responding to change over following a static plan	4. Responding to change over following a plan	4. Adaptability over prescriptiveness	5. Responding to change over following a static plan	3. Adaptability over prescriptiveness	Flexibility, Adaptability
	5. Learning through experiments and data over opinions and conventions		5. Courageous introspection and personal accountability over assigning blame	3. Learning through experiments and data over opinions and conventions	6. Ambition over obligation	Autonomy, Continuous Learning, Personal Development, Rigor
	6. Transparency (building trust and respecting customer privacy) over secrecy		6. Transparency over secrecy		2. Transparency over secrecy	Culture, Psychological Safety, Social Responsibility
Sprint 2 (2023) Agile Customer Manifesto agilecustomermanifesto.org C. Martinot and T. Hormaza, Sprint 0 (2022)	agilemanifesto.org	Crowdsourced Creation of an Agile Sales Manifesto agilesalesmanifesto.org T. Hormaza and C. Martinot (2021)	agilemarketingmanifesto.org	agilehrmanifesto.org	C. Larman (2004) K. Petersen and C. Wohlin (2009) S. Soundararajan (2013)	
P R I N C I P L E S	Agile's Customer-Centricity Manifesto Principles	Agile Principles	Agile Sales Principles	Agile Marketing Principles	Agile HR Principles	Foundational Agile Practices
	1. Customer Satisfaction is based on Value.	1. Customer satisfaction by early and continuous delivery of valuable software.	1. Great sales require close alignment, transparency, and quality interactions with internal and external customers	1. Great marketing requires close alignment, transparency, and quality interactions with internal and external customers	1. Support people to engage, grow, and be happy in their workplace.	Iterations and increments, Incremental deliveries
	2. Embrace Customer Change Requests.	2. Welcome changing requirements, even in late development.	2. Embrace and respond to change to enhance customer value	3. Embrace and respond to change to enhance customer value	2. Encourage people to welcome change and adapt when needed.	Adaptive planning, Frequent updates
	3. Deliver Working Solutions ASAP.	3. Deliver working software frequently (weeks rather than months)	3. Start by selling only to a level sufficient to ensure solution effectiveness and customer satisfaction, then upsell based on emerging needs	4. Plan only to a level sufficient to ensure effective prioritization and execution		Deliver Working Software Frequently, Incremental deliveries
	4. Dialogue and Listen to Customers Every Day or as often as you can.	4. Close, daily cooperation between business people and developers	4. Close, daily cooperation between business teams and customers	6. Organize in small, cross-functional teams where possible		On-site customer, Frequent face-to-face interaction
	5. Customers Deserve to Deal with Trustworthy and Motivated Employees.	5. Projects are built around motivated individuals, who should be trusted	5. Nourish and support the people's and team's motivation and capabilities, help them build the environment they need, and trust them to get the job done	7. Build marketing programs around motivated individuals and trust them to get the job done	4. Nourish and support the people's and team's motivation and capabilities, help them build the environment they need, and trust them to get the job done.	Self-organizing teams, Empowered individuals
	6. Customers prefer to 'Put a Face to the Name'.	6. Face-to-face conversation is the best form of communication (co-location)	6. Personalized Sales and Face-to-face conversation is the best form of selling			Face-to-face interaction, Personalized interactions
	7. Solving the Real Customer Problem is the primary measure of progress.	7. Working software is the primary measure of progress of progress	7. Satisfied and Repeat Customer is the primary measure of progress	2. Seek out different and diverse points of view		Working solutions, Customer feedback
	8. No one is Superhuman, maintain a sustainable and constant pace.	8. Sustainable development, able to maintain a constant pace	8. Sustainable sales, ability to maintain a constant pace, require a healthy focus, less 'rinse & repeat' or 'spray & pray'	8. Long-term marketing success benefits from operating at a sustainable pace		Sustainable discipline, Balanced workload
	9. Continuous attention to technical excellence and Customer Experience (CX).	9. Continuous attention to technical excellence and good design	9. Continuous attention to sales solution excellence and responsible sales practices	9. Agile marketing isn't enough. Excellence in marketing requires continuous attention to marketing fundamentals as well		Technical excellence, Continuous improvement
	10. Less is more — Focus on the outcome not on the output.	10. Simplicity—the art of maximizing the amount of work not done—is essential	10. Simplicity— simple sales solutions may often fix simple challenges but recognize and accept when only 'complexity will solve complexity'	10. Strive for simplicity		Simplicity, Requirements prioritization
	11. Let Teams Decide their Way of Working to Delight the Customers.	11. Best architectures, requirements, and designs emerge from self-organizing teams	11. Help to build and support networks of empowered, self-organising and collaborative teams		3. Help to build and support networks of empowered, self-organising and collaborative teams.	Team ownership, Self-organizing teams
	12. We all Learn to be Better Together.	12. Regularly, the team reflects on how to become more effective, and adjusts accordingly	12. Nurture personal growth, harness your strengths and embrace the different strengths of team and customer	5. Take chances, and learn from your failures	5. Facilitate and nurture personal growth, to harness employee's different strengths and talents.	Continuous learning, Retrospectives
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