1) Have you guys seen anyone using DAD in heavily regulated industry such as pharma?
Mark: I am not personally aware of any pharma companies using DAD, although remember that at the heart of DAD are mainstream agile practices such as Scrum and Lean and I do know that most pharma companies are using agile in some areas. It would be natural for them to adopt some of the discipline from DAD to be more effective with their agile initiatives. I'll ask the LinkedIn group if anyone is aware of DAD being explicitly used in pharma.

2) Great presentation. Are you planning to add anything on Data Governance?
Mark: The Data Management goal diagram has been created but we haven't published it yet. It will be up soon with accompanying guidance. You can expect a lot more material on data management. In the meantime Scott Ambler + Associates has a couple of very good courses on Agile Data. You may know that Scott has written a couple of books on the subject. We are seeing that data governance is a hot topic these days as several companies have asked for our assistance with this in the last year.

3) If we have multiple teams doing Scrum with regular iteration demos, when do we do a system demo?
Mark: As I described in the webinar, iteration demos are typically incremental demos of the new functionality implemented in the current iteration. System demos, or "all hands demos" are more inclusive in terms of audience and typically demonstrate more functionality. As such, it is up to you for whom and how often you do these demos.

4) There are schools of thought that moving average velocity be used to predict release schedules. What are your comments on this?
Mark: Yes, moving velocity can be used. We sometimes see approaches whereby teams are allocated zero points for stories that do not meet 100% of the definition of done criteria. This approach is used to ensure that the team is not rewarded for partially done work. As a result, the velocity can spike down periodically which makes moving average velocity a good choice for smoothing the bumps in velocity. Velocity is a good metric, but like any it can be misleading or gamed, so use it with caution.

5) More and more we are faced with doing pre-work (before the team is fully engaged) to establish cost estimates. Part of the sales process. Of course this is flawed but customers don't understand our process and/or don't want to invest until they are convinced the budget will hold. Are you seeing this in other enterprise software companies.
Mark: Yes we are. There is no silver bullet here. The best answer is building a solid relationship with your clients based on past dependable delivery and transparency into everything you do for them. We find that once clients understand that they see exactly how their investment is being spent, as well as insights into progress and quality, that they are more willing to engage in T & M projects. My recommendation is to pitch this approach for small engagements to minimize the investment and risk to your customers until they are comfortable with this approach. If it is a new customer of course this is more difficult. I recommend a book called "Joy, Inc." which describes how a company Menlo has built a great agile culture and solid relationships with their customers based on these principles of trust and transparency.