

A call to an adventure



MONSERATE MOUNTAIN
A FALLBROOK LAND CONSERVANCY PRESERVE

Welcome to
**Monserate Mountain
Preserve**

Open Dawn to Dusk
Please stay on trails &
respect this wildlife habitat.
Dogs must be on leash.
Pack it in, Pack it out.



FALLBROOK
Land Conservancy

Dogs Must be
on Leash
at all times!

Some parts are challenging, has many constraints



Reaching each milestone is forward progress





Southridge Trail to Tahquitz Peak

Elevation Gain : 932m
Length: 12.6km
Starting Elevation: 1966m



Mt Baldy via Devil's Backbone Trail

Elevation Gain : 670m
Length: 12km (the easy way!)
Starting Elevation: 2380m



Photo by [Donna Elliot](#) on [Unsplash](#)

Mt Whitney Trail

Elevation Gain : 2026m
Length: 33.6km
Starting Elevation: 2400m



Monserate Mountain
Elevation Gain : 421m
Length: 6.6km



EVERY MODERNIZATION PROJECT IS DIFFERENT

Understanding the landscape and the different needs of stakeholders and users is important to succeed

Southridge Trail to Tahquitz Peak
Elevation Gain : 932m
Length: 12.6km

Mt Baldy via Devil's Backbone Trail
Elevation Gain : 1301m
Length: 22.5km

Mt Whitney trail
Elevation Gain : 2026m
Length: 33.6km

How to make **better** modernization decisions

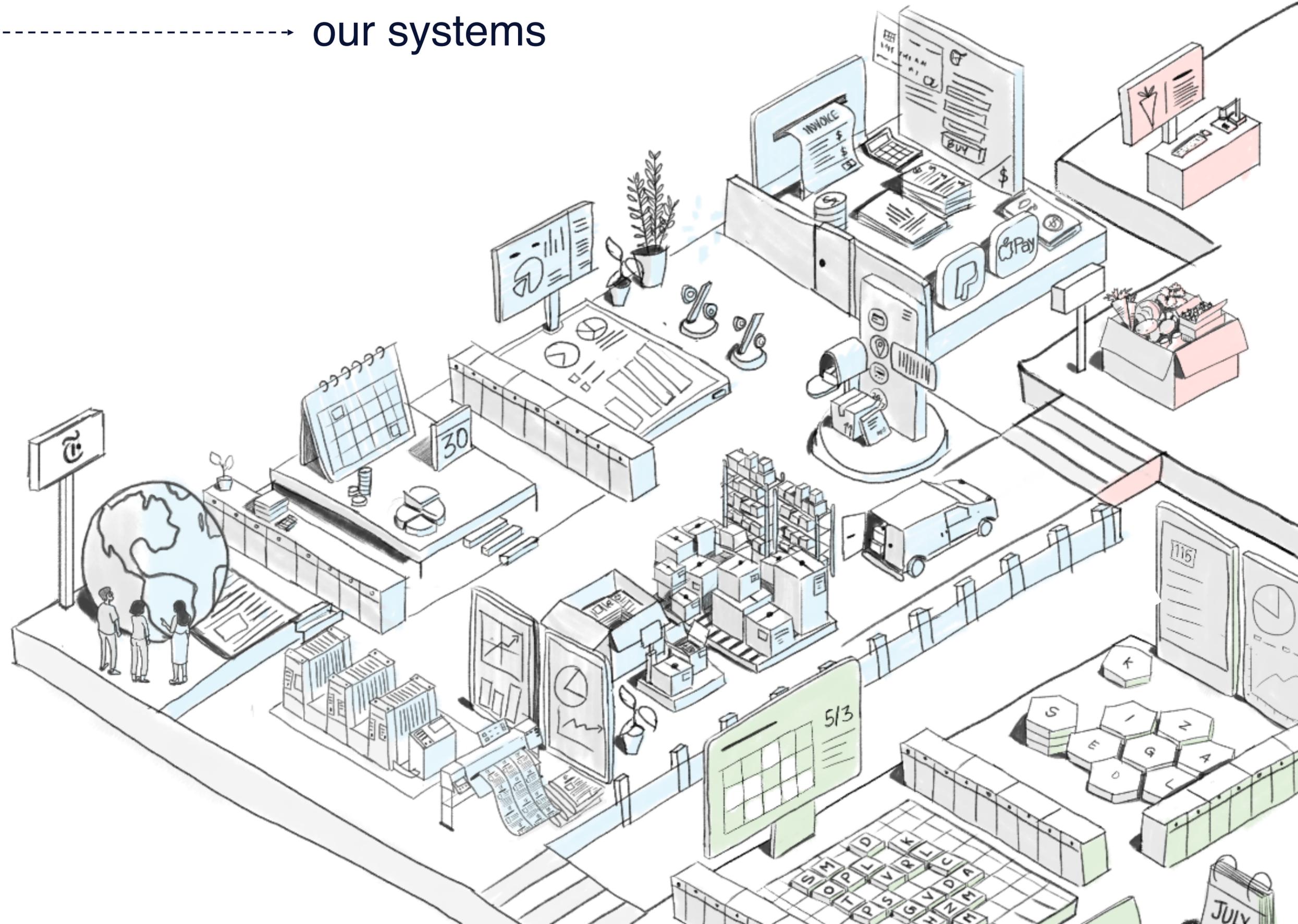
Indu Alagarsamy

The New York Times

For over 170 years, the New York Times has been seeking the truth and **helping people understand the world.**

Our journalism covers the complex human experience — from **everyday life** to the **extraordinary** to the ***unimaginable.***

→ our systems



our users ←



reading the paper



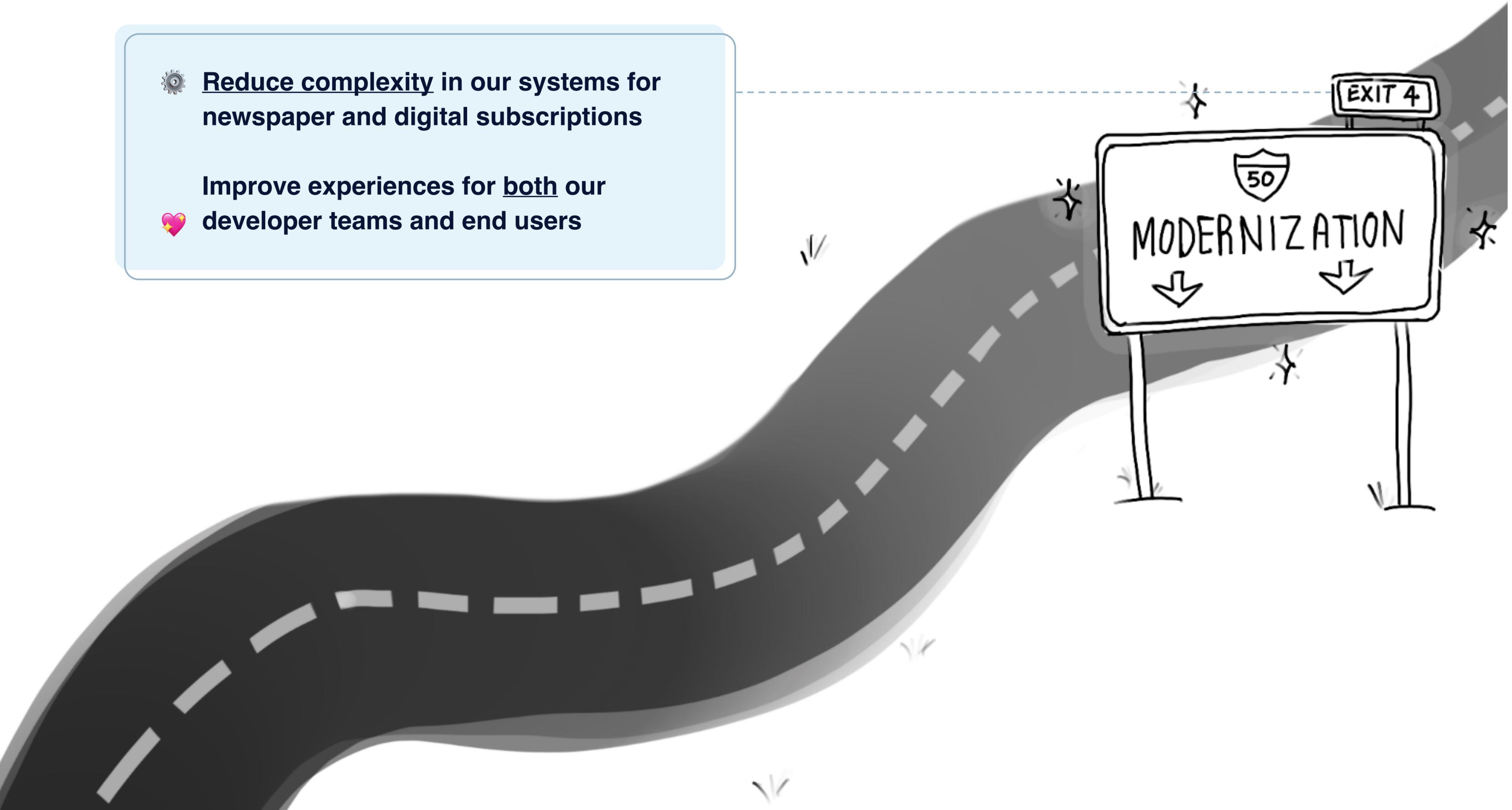
cooking together



solving wordle

⚙️ **Reduce complexity in our systems for newspaper and digital subscriptions**

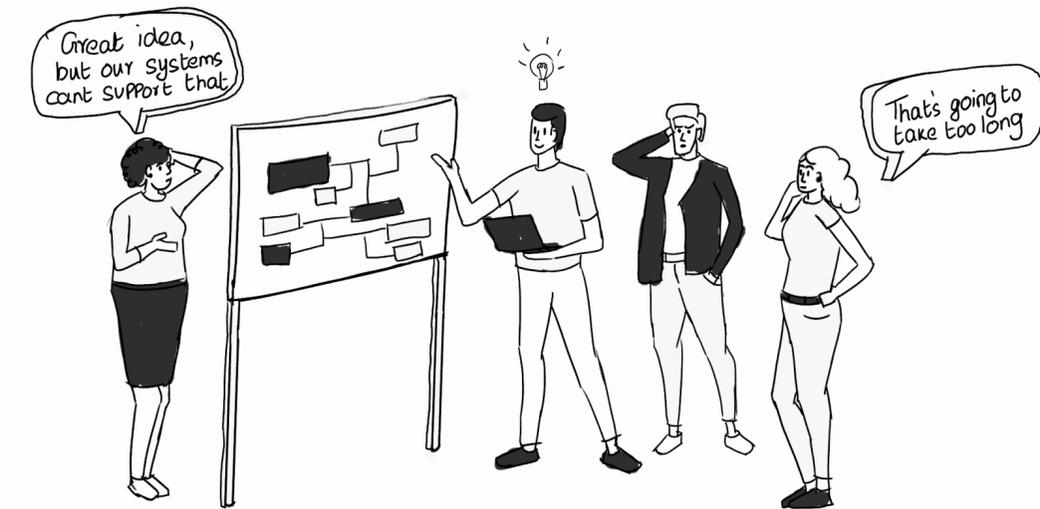
💖 **Improve experiences for both our developer teams and end users**



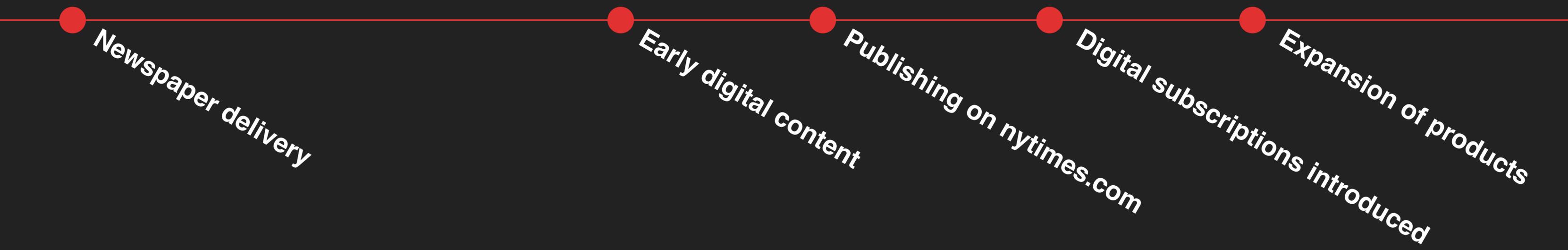
STRATEGY

MAKE STRATEGIC DECISIONS Wardley Mapping

The process of making strategic decisions based on the purpose, a description of the competitive landscape, the external forces acting on the landscape, and the training of your people. (learnwardleymapping.com)



Everything evolves... or it dies



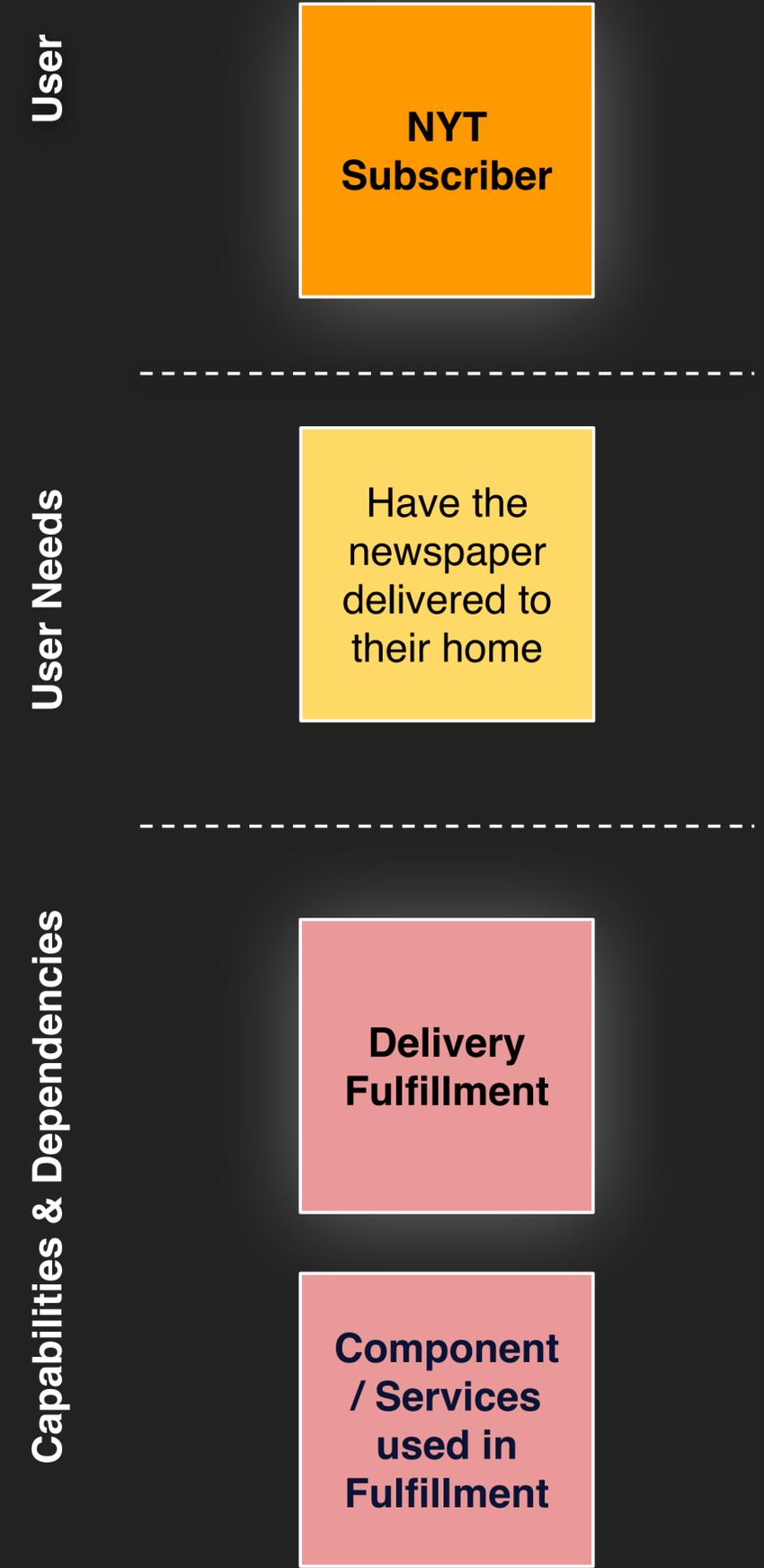
**If your existing system cannot change
with the pace of the market...**

**Ultimately, you're not going to
compete in the market.**

Everything evolves... or it dies



Value chain



Is this Business Capability a business differentiator?

STAGE I
Genesis

Surprising, exciting

**Delivery
Fulfillment**

STAGE II
Custom

Leading edge,
competitive advantage

STAGE III
Product

Disappointing if not in use,
feature-rich

STAGE IV
Commodity

Expected, just the cost of
doing business

Is this Business Capability a business differentiator?

STAGE I
Genesis

Surprising, exciting

STAGE II
Custom

Leading edge,
competitive advantage

Delivery
Fulfillment

STAGE III
Product

Disappointing if not in use,
feature-rich

STAGE IV
Commodity

Expected, just the cost of
doing business

Is this Business Capability a business differentiator?

STAGE I
Genesis

Surprising, exciting

STAGE II
Custom

Leading edge,
competitive advantage

STAGE III
Product

Disappointing if not in use,
feature-rich

Delivery
Fulfillment

STAGE IV
Commodity

Expected, just the cost of
doing business

Is this Business Capability a business differentiator?

STAGE I
Genesis

Surprising, exciting

STAGE II
Custom

Leading edge,
competitive advantage

STAGE III
Product

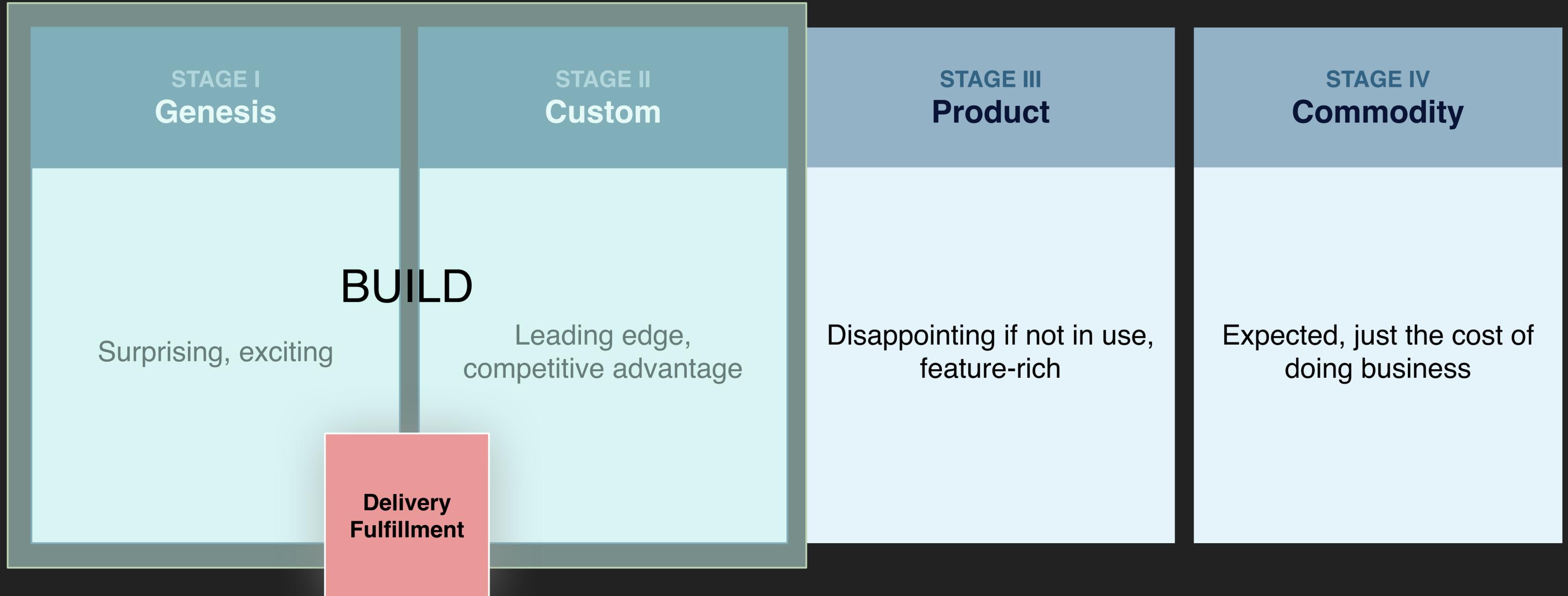
Disappointing if not in use,
feature-rich

STAGE IV
Commodity

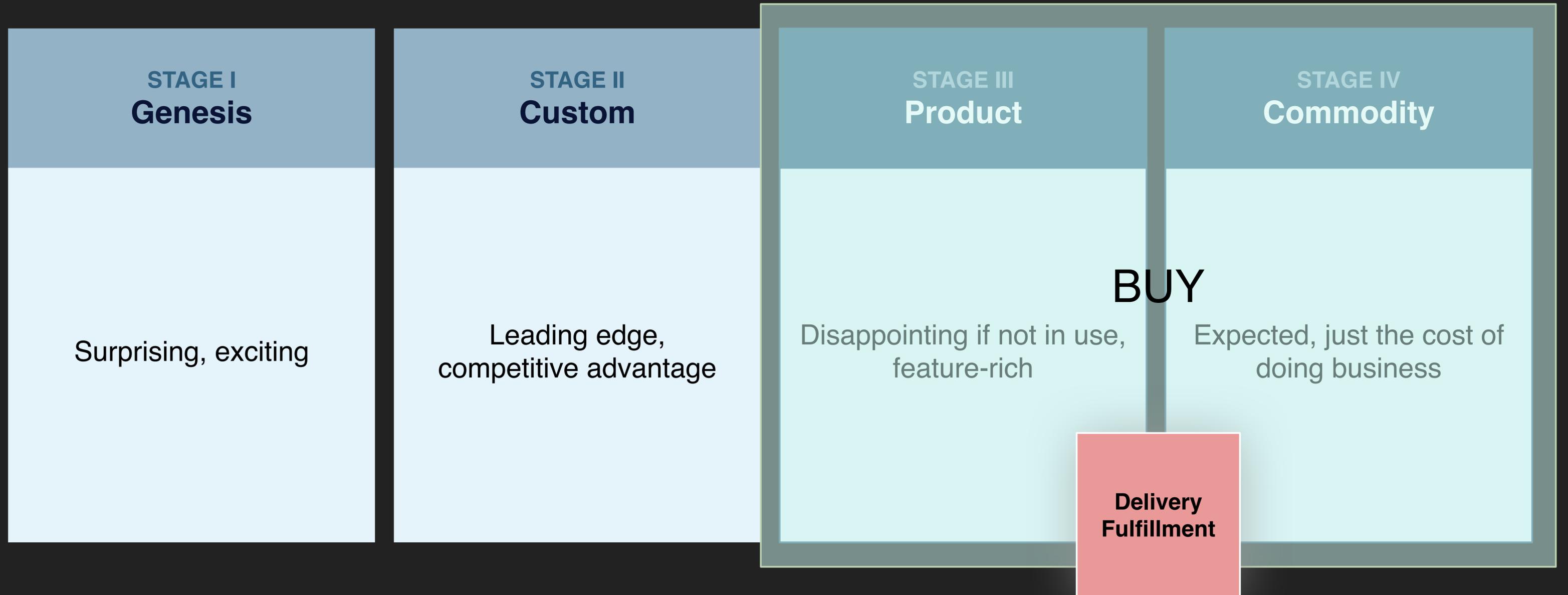
Expected, just the cost of
doing business

Delivery
Fulfillment

Should we build or buy?



Should we build or buy?



METHOD

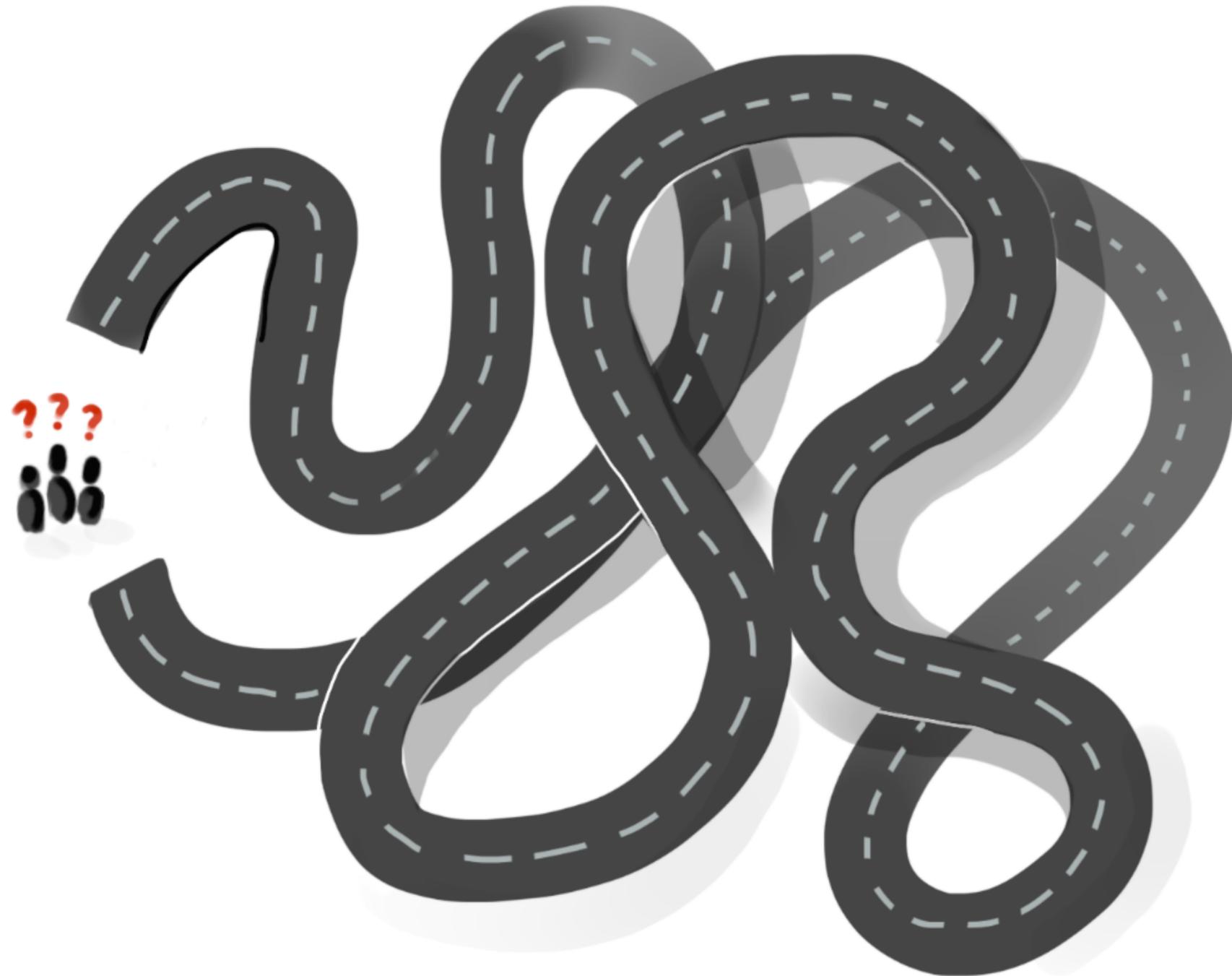
MAP THE COMPLEXITY

Service Blueprint

A service blueprint visualizes the relationships between different service components: people, props, and processes tied to touch-points in a customer journey.

“A service blueprint is a **diagram** that shows the **interactions** between the **user**, and the **architectural elements**” - Chris Richardson





... 🐰 docs

meetings

meetings

rabbit holes ●

meetings

going in circles

😭😭😭

more docs?!

big picture
eventstorming

Exploring

Selecting a product

Registering

Subscribing to the newspaper

User Actions

Frontstage

Backstage



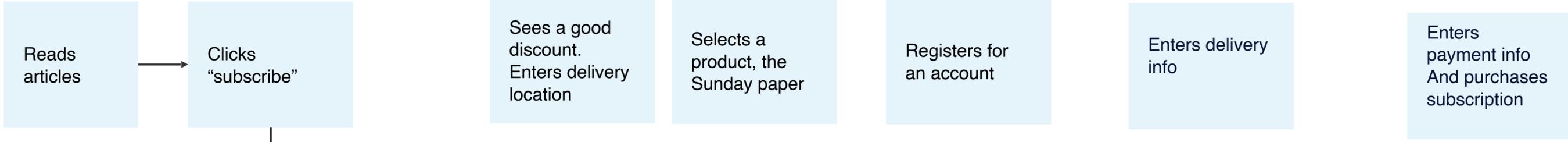
Exploring

Selecting a product

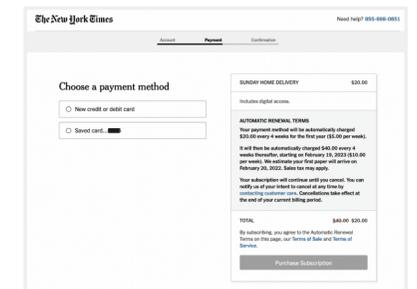
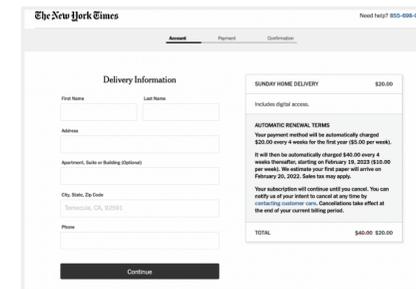
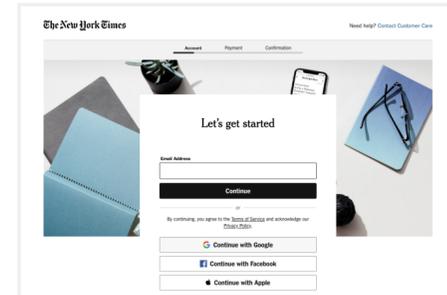
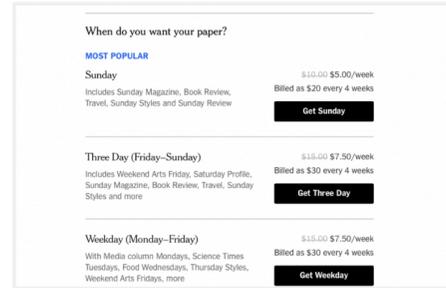
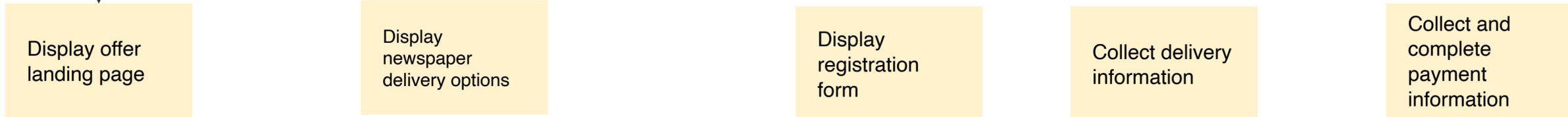
Registering

Subscribing to the newspaper

User Actions



Frontstage



Backstage

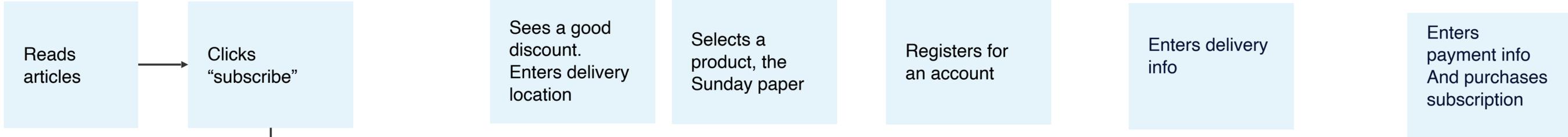
Exploring

Selecting a product

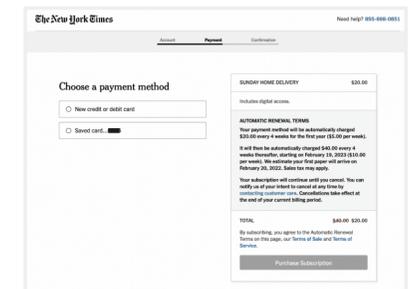
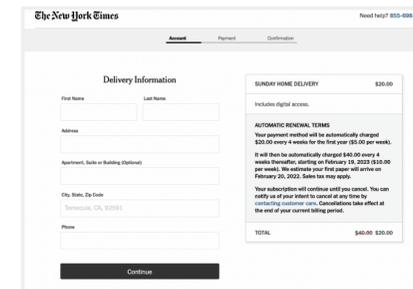
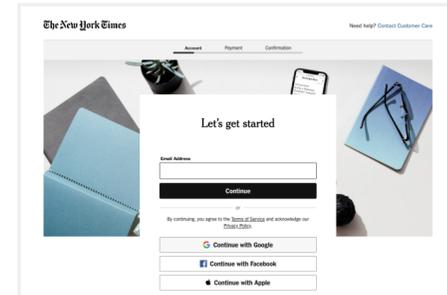
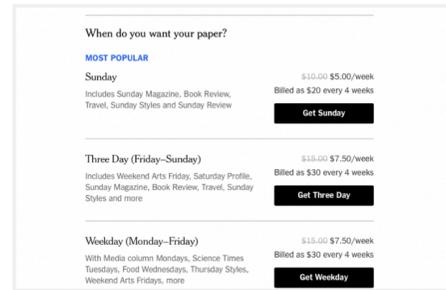
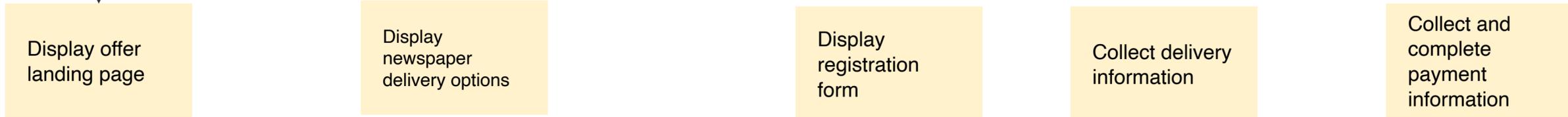
Registering

Subscribing to the newspaper

User Actions

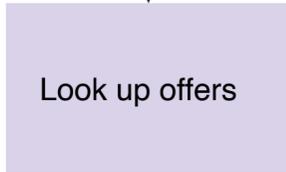


Frontstage



Backstage

Services



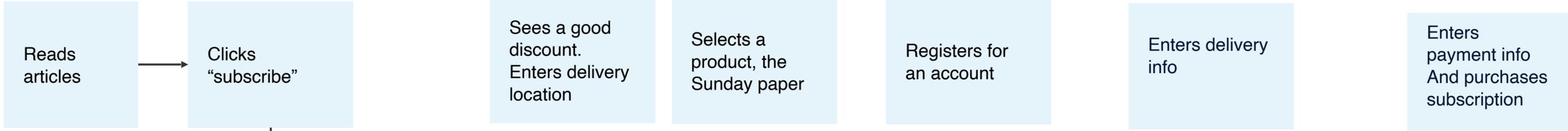
Exploring

Selecting a product

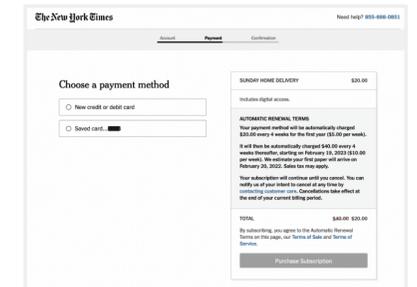
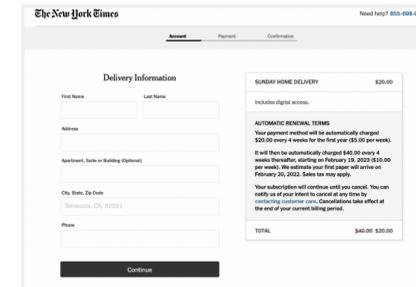
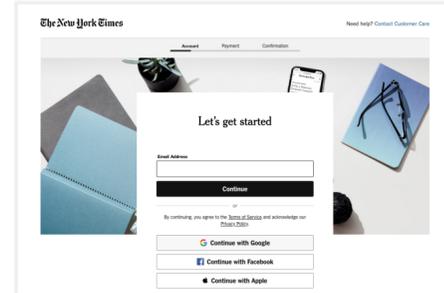
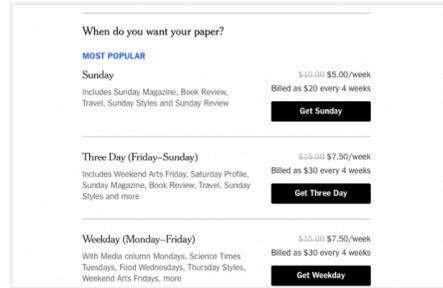
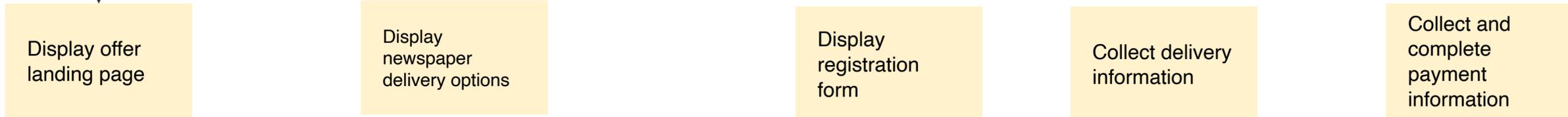
Registering

Subscribing to the newspaper

User Actions



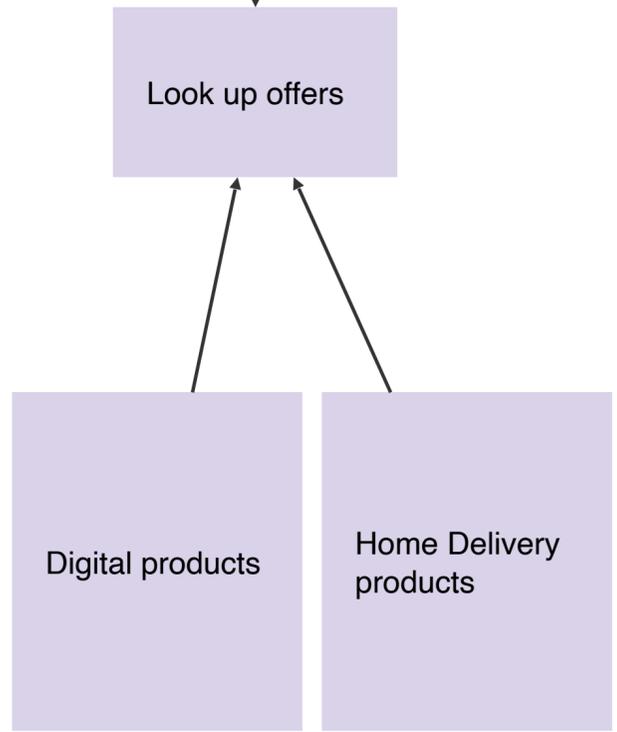
Frontstage



Backstage

Services

Legacy Systems



Exploring

Selecting a product

Registering

Subscribing to the newspaper

User Actions



Reads articles

Clicks "subscribe"

Sees a good discount. Enters delivery location

Selects a product, the Sunday paper

Registers for an account

Enters delivery info

Enters payment info And purchases subscription

Frontstage



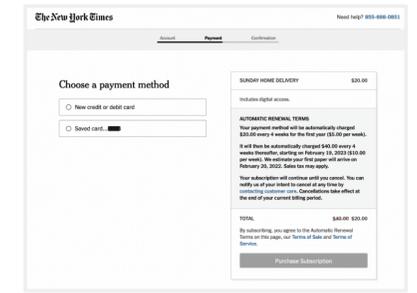
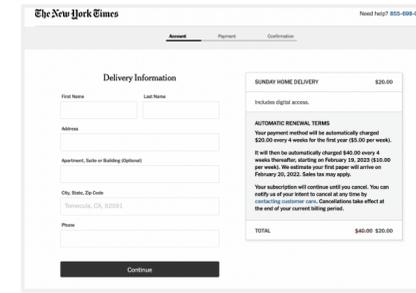
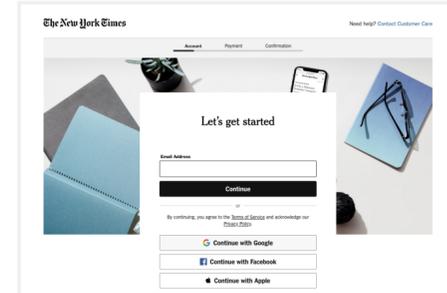
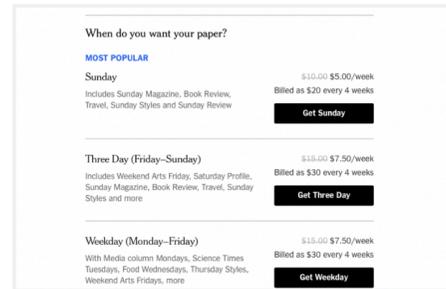
Display offer landing page

Display newspaper delivery options

Display registration form

Collect delivery information

Collect and complete payment information



Backstage

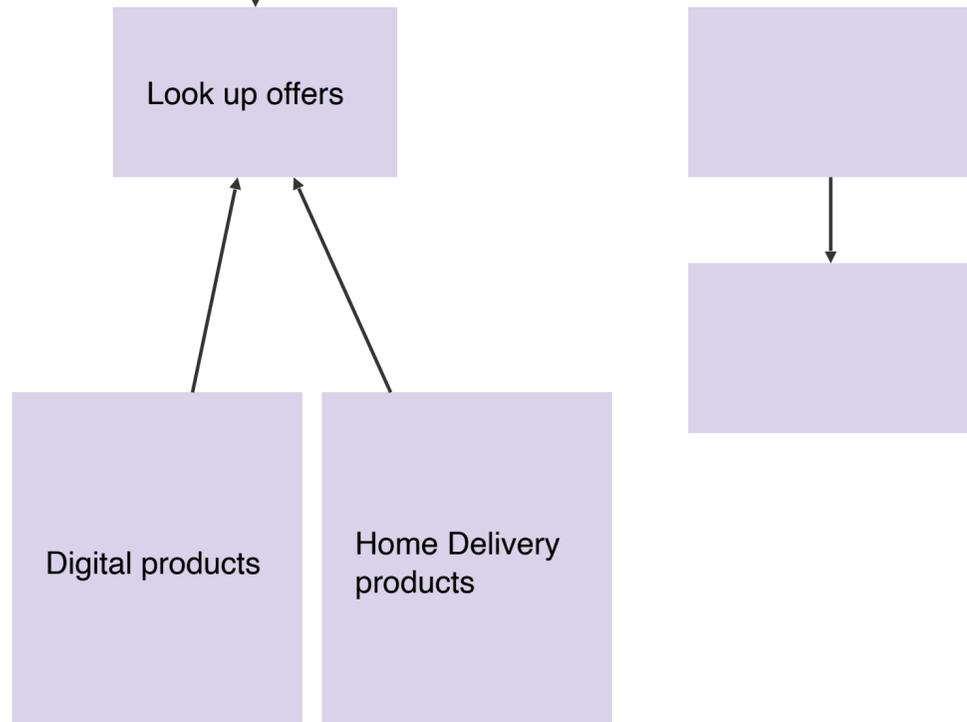
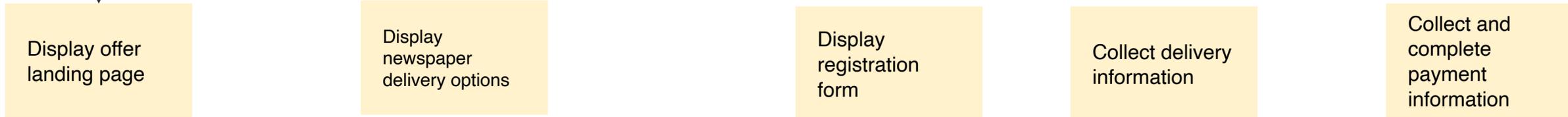
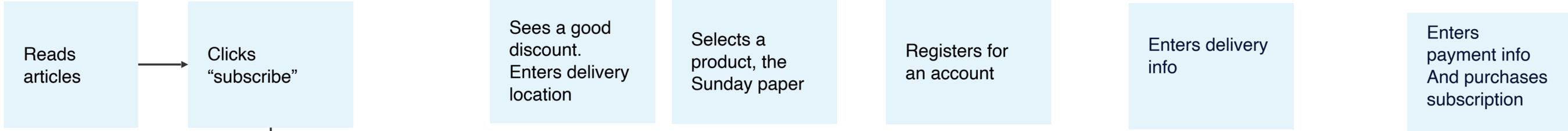
Services

Look up offers

Legacy Systems

Digital products

Home Delivery products



Exploring

Selecting a product

Registering

Subscribing to the newspaper

User Actions



Reads articles

Clicks "subscribe"

Sees a good discount. Enters delivery location

Selects a product, the Sunday paper

Registers for an account

Enters delivery info

Enters payment info And purchases subscription

Frontstage



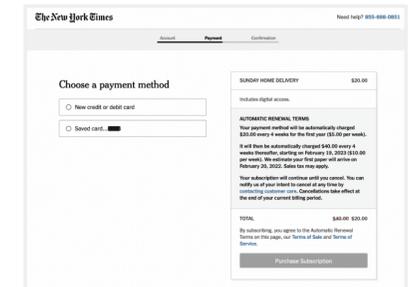
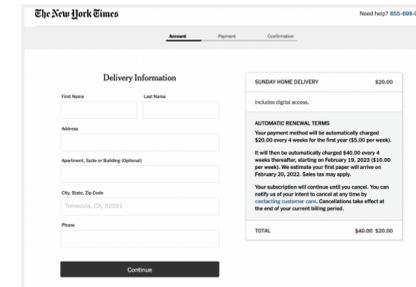
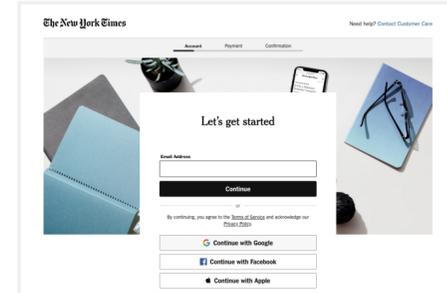
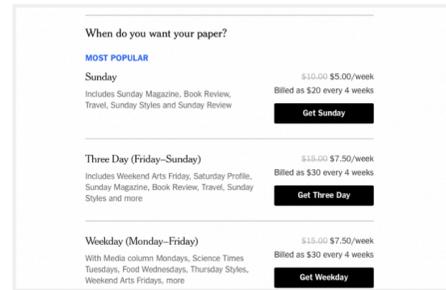
Display offer landing page

Display newspaper delivery options

Display registration form

Collect delivery information

Collect and complete payment information



Backstage

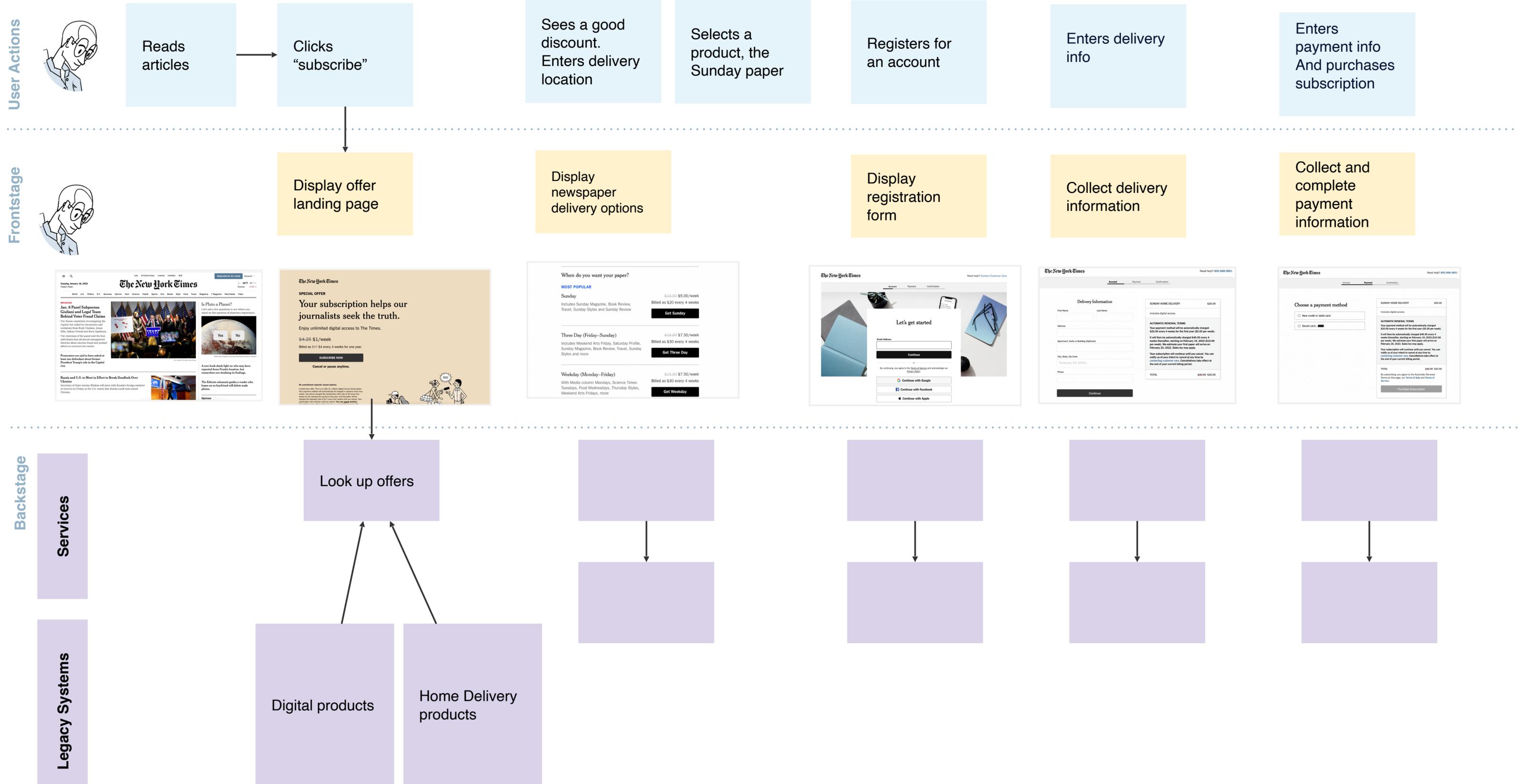
Services

Legacy Systems

Look up offers

Digital products

Home Delivery products



Exploring

Selecting a product

Registering

Subscribing to the newspaper

User Actions



Reads articles

Clicks "subscribe"

Sees a good discount. Enters delivery location

Selects a product, the Sunday paper

Registers for an account

Enters delivery info

Enters payment info And purchases subscription

Frontstage



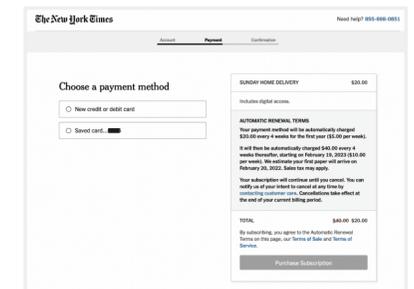
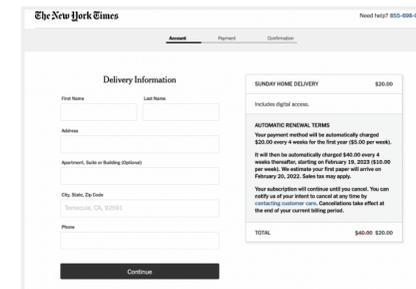
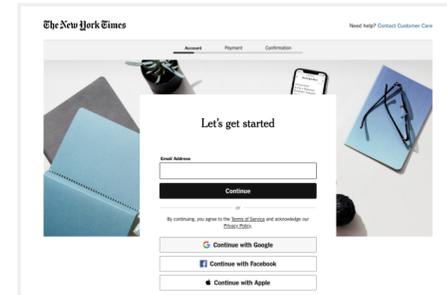
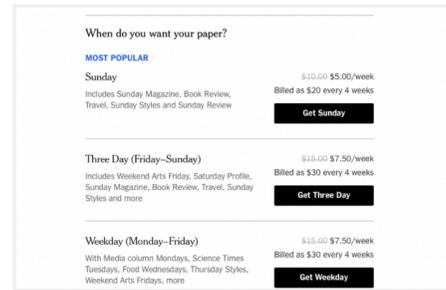
Display offer landing page

Display newspaper delivery options

Display registration form

Collect delivery information

Collect and complete payment information



Backstage

Services

Look up offers

Digital products

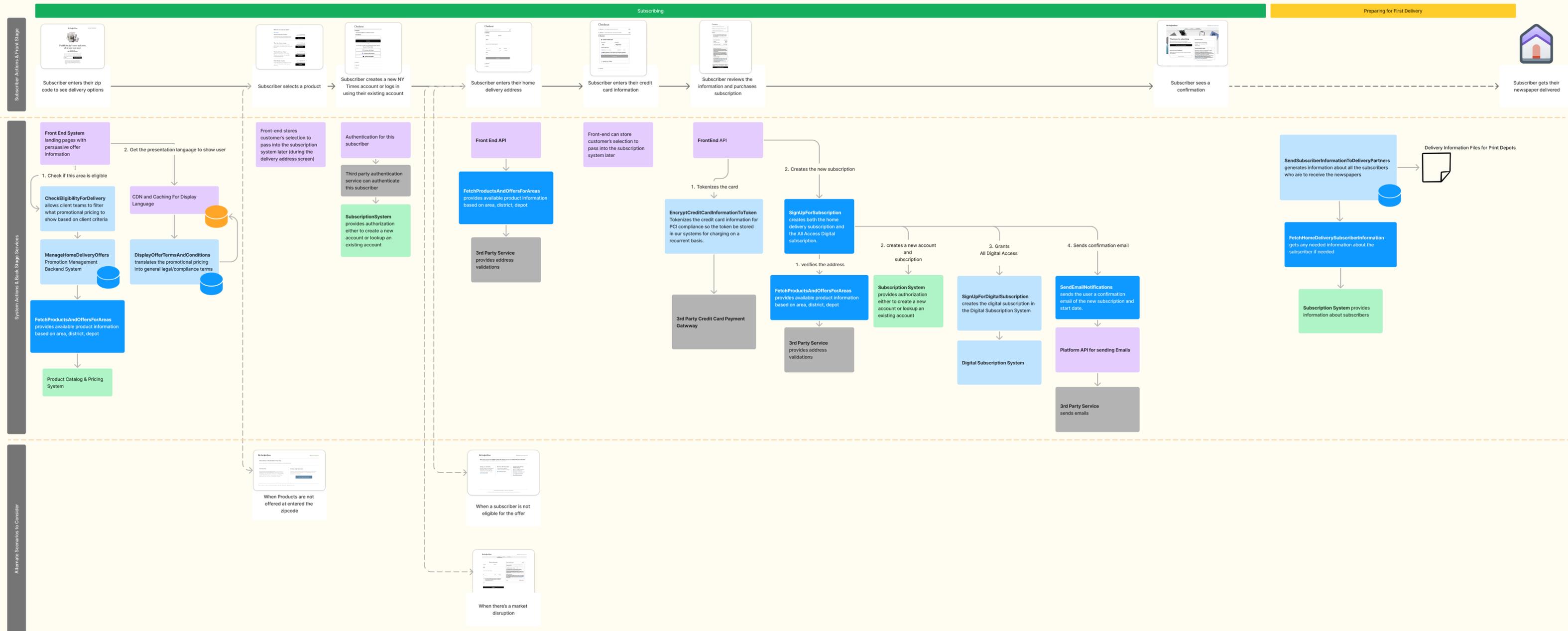
Home Delivery products

Legacy Systems



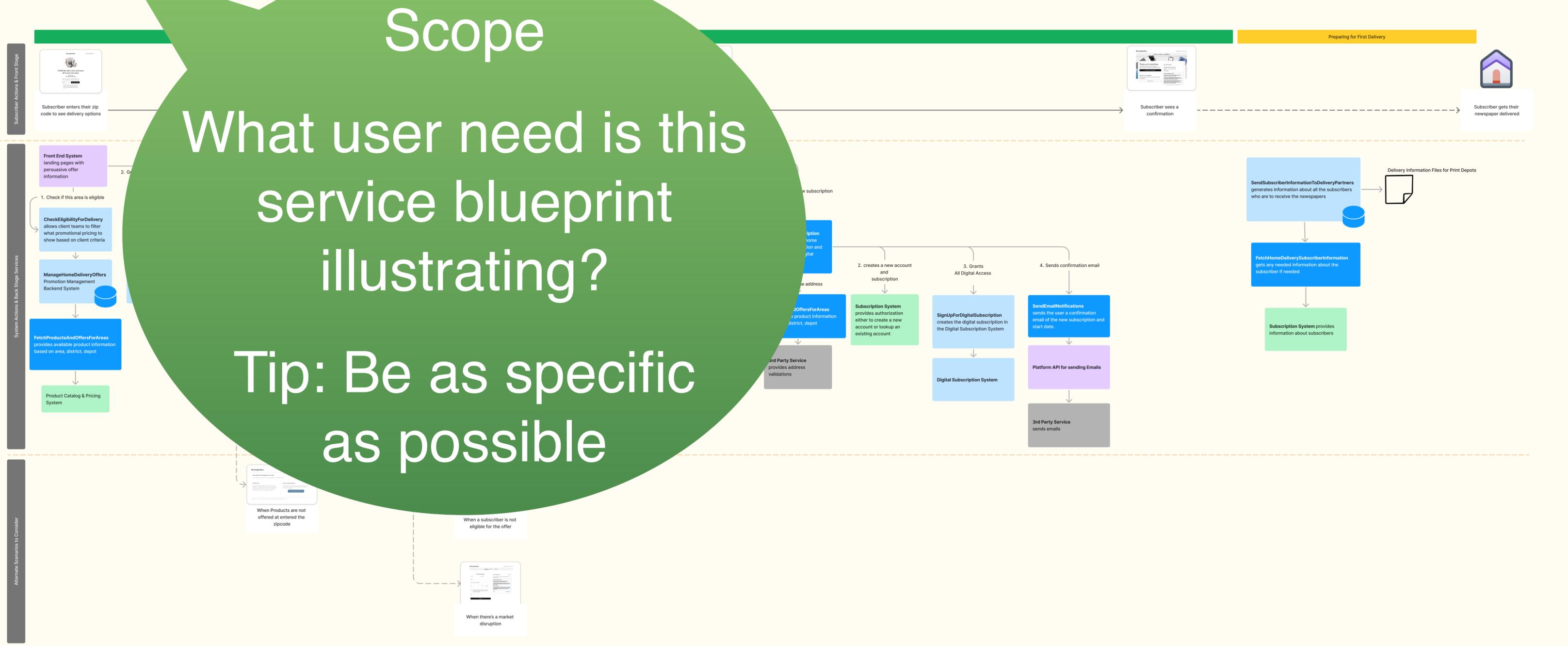
Scope: A NY Times Reader signing up for Home Delivery Subscription. The service interactions shown in this Service Blueprint is **when the reader trying to sign up is already in an area where home delivery is possible**. Refer to the "Alternate Scenarios" swim lane for additional possibilities and considerations.

- Legend**
- Capability provided by the new Subscription System
 - Capability provided by Existing Subscription System
 - Changes needed
 - Capability provided by external sister teams
 - Capability provided by 3rd party vendors



Scope: A NY Times Reader signing up for Home Delivery Subscription. The service interactions shown in this Service Blueprint is **when the reader trying to sign up is already in an area where home delivery is possible**. Refer to the "Alternate Scenarios" swim lane for additional possibilities and considerations.

- Legend
- Capability provided by the new Subscription System
 - Capability provided by Existing Subscription System
 - Changes needed
 - Capability provided by external sister teams



Scope

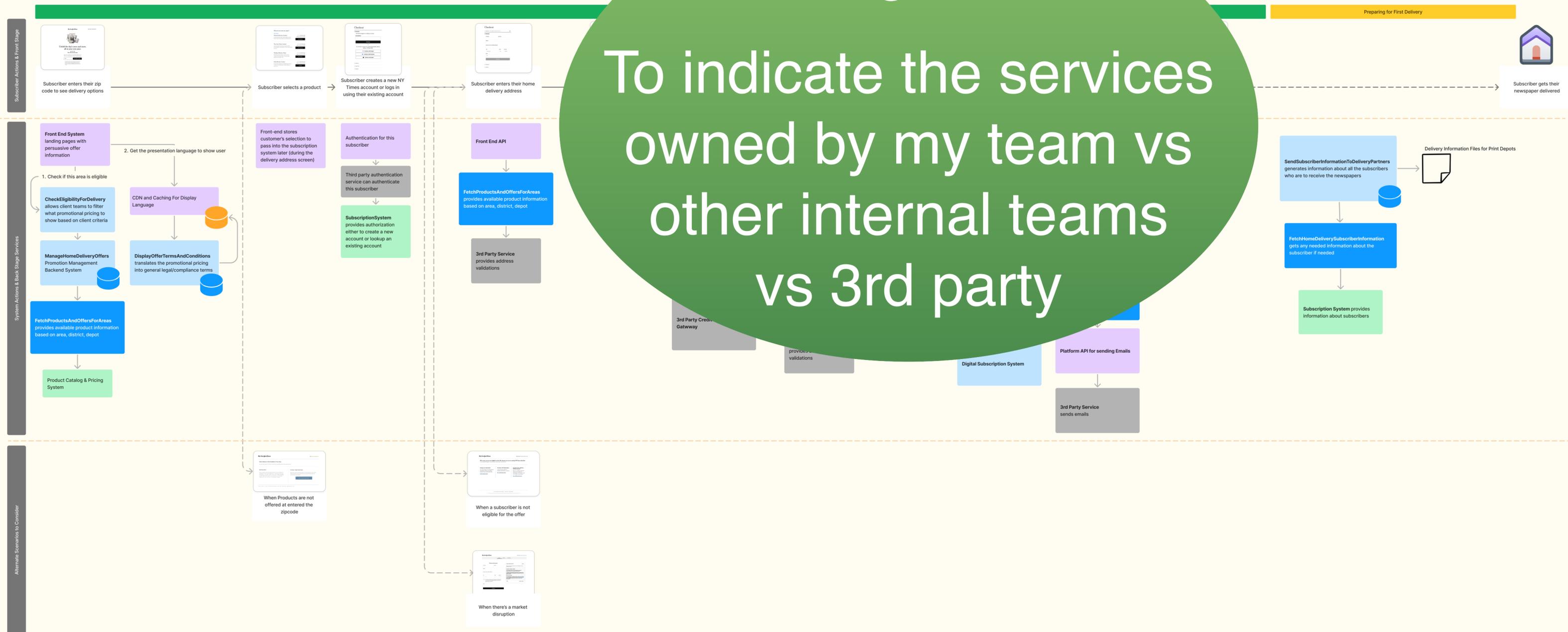
What user need is this service blueprint illustrating?

Tip: Be as specific as possible

Scope: A NY Times Reader signing up for Home Delivery Subscription. The service interactions shown in this Service Blueprint is **when the reader trying to sign up is already in an area where home delivery is possible**. Refer to the "Alternate Scenarios" swim lane for additional possibilities and considerations.

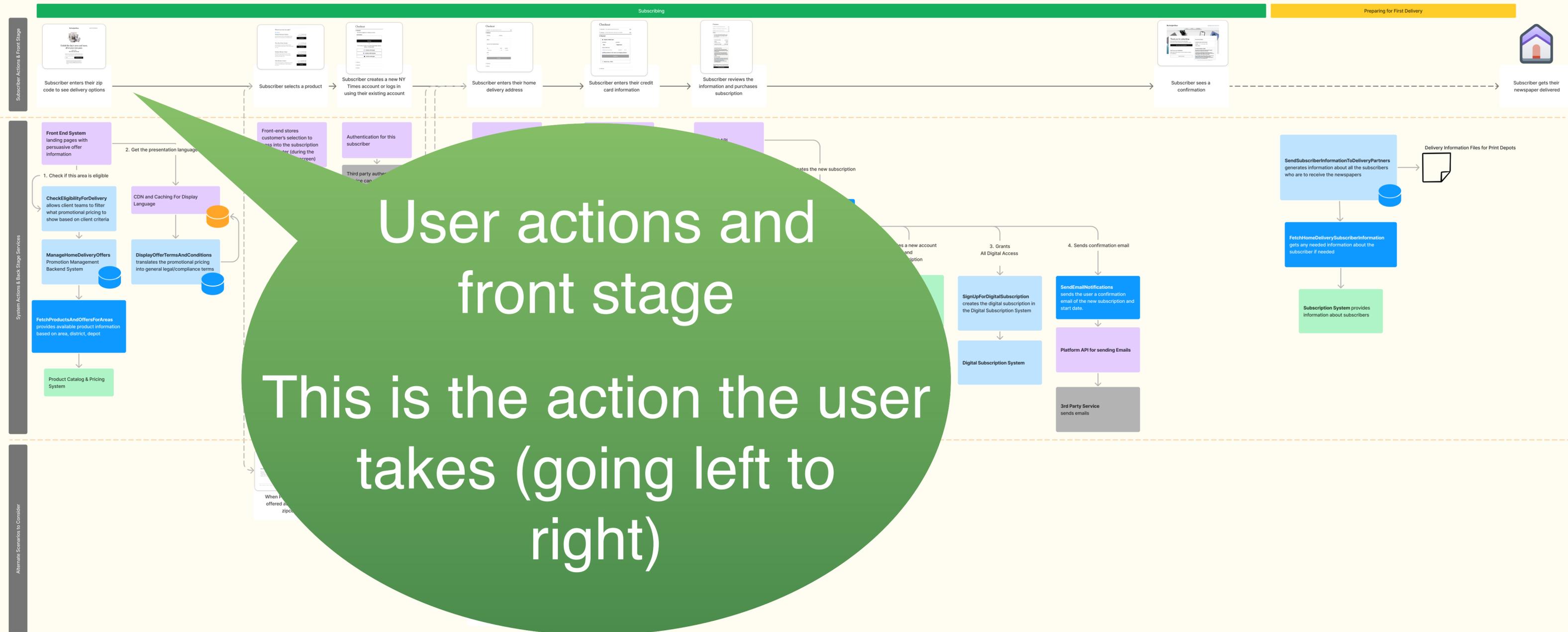
- Legend
- Capability provided by the new Subscription System
 - Capability provided by Existing Subscription System
 - Changes needed
 - Capability provided by external sister teams
 - Capability provided by 3rd party vendors

Legend
To indicate the services owned by my team vs other internal teams vs 3rd party



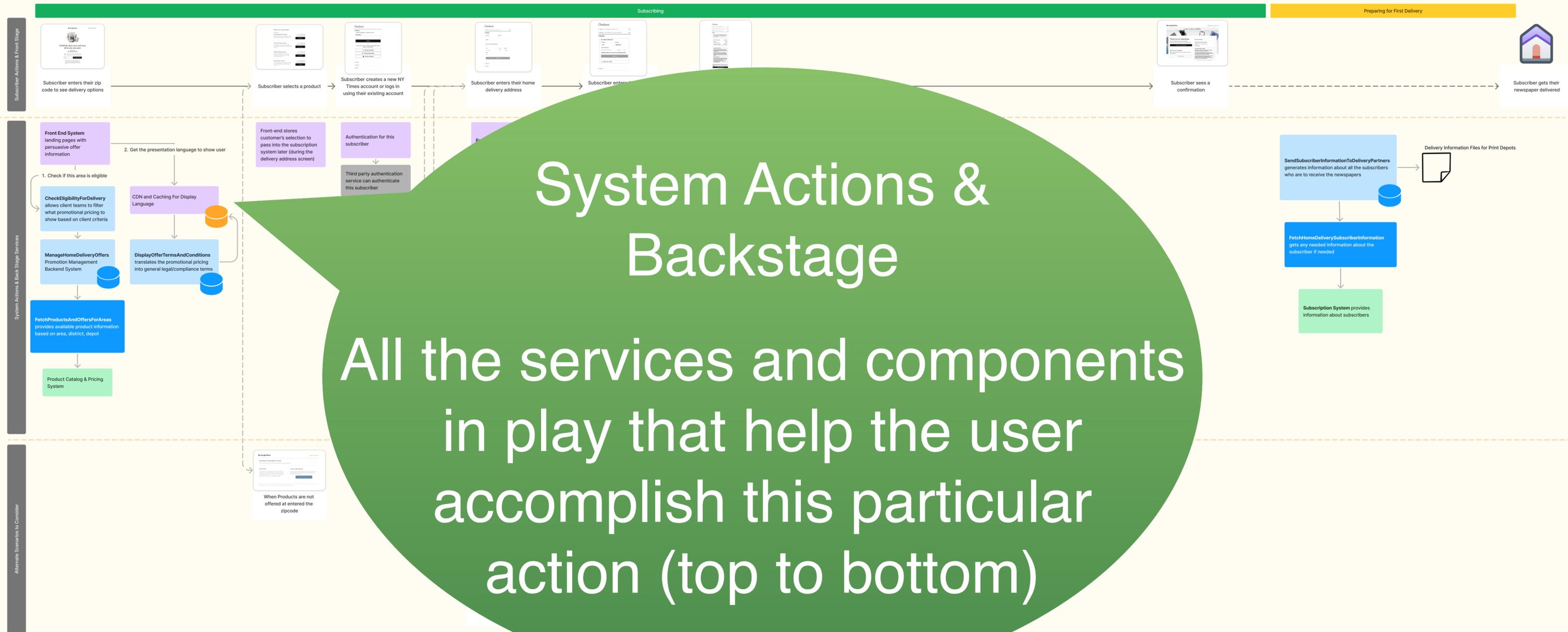
Scope: A NY Times Reader signing up for Home Delivery Subscription. The service interactions shown in this Service Blueprint is **when the reader trying to sign up is already in an area where home delivery is possible**. Refer to the "Alternate Scenarios" swim lane for additional possibilities and considerations.

- Legend
- Capability provided by the new Subscription System
 - Capability provided by Existing Subscription System
 - Changes needed
 - Capability provided by external sister teams
 - Capability provided by 3rd party vendors



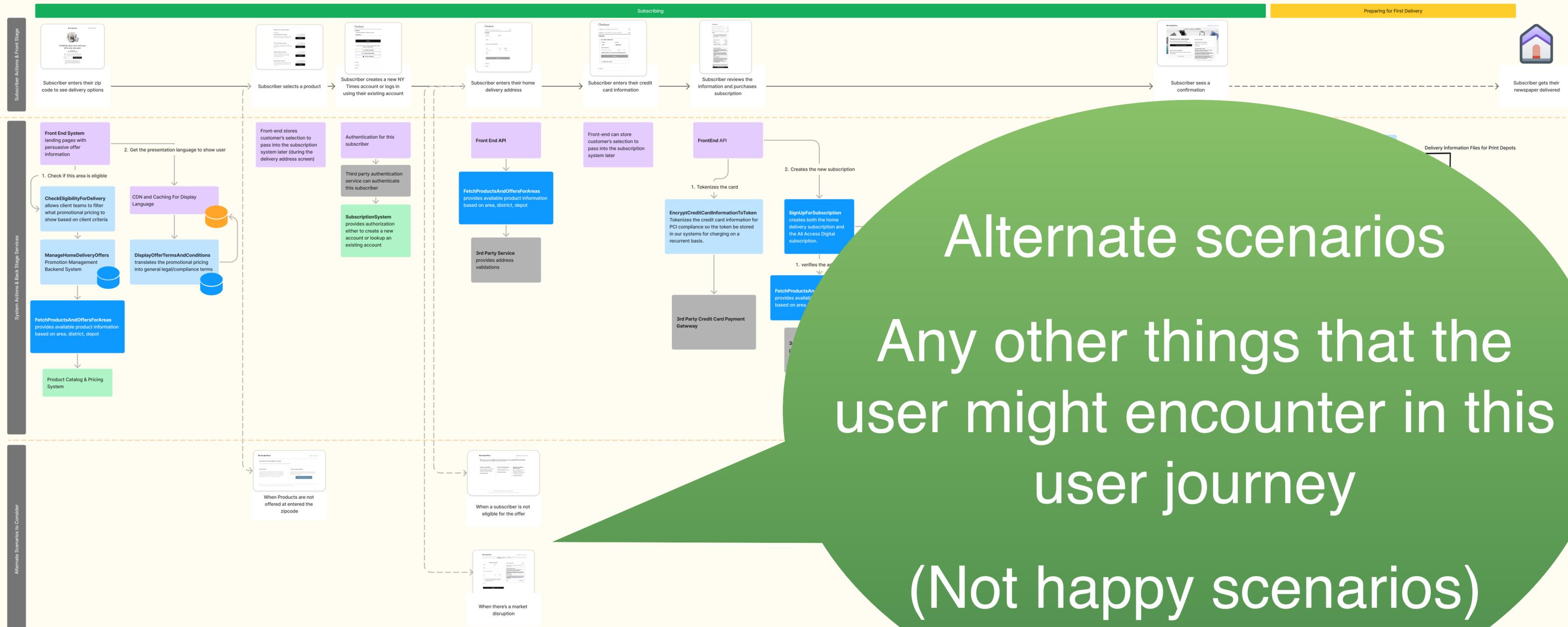
Scope: A NY Times Reader signing up for Home Delivery Subscription. The service interactions shown in this Service Blueprint is **when the reader trying to sign up is already in an area where home delivery is possible**. Refer to the "Alternate Scenarios" swim lane for additional possibilities and considerations.

- Legend
- Capability provided by the new Subscription System
 - Capability provided by Existing Subscription System
 - Changes needed
 - Capability provided by external sister teams
 - Capability provided by 3rd party vendors



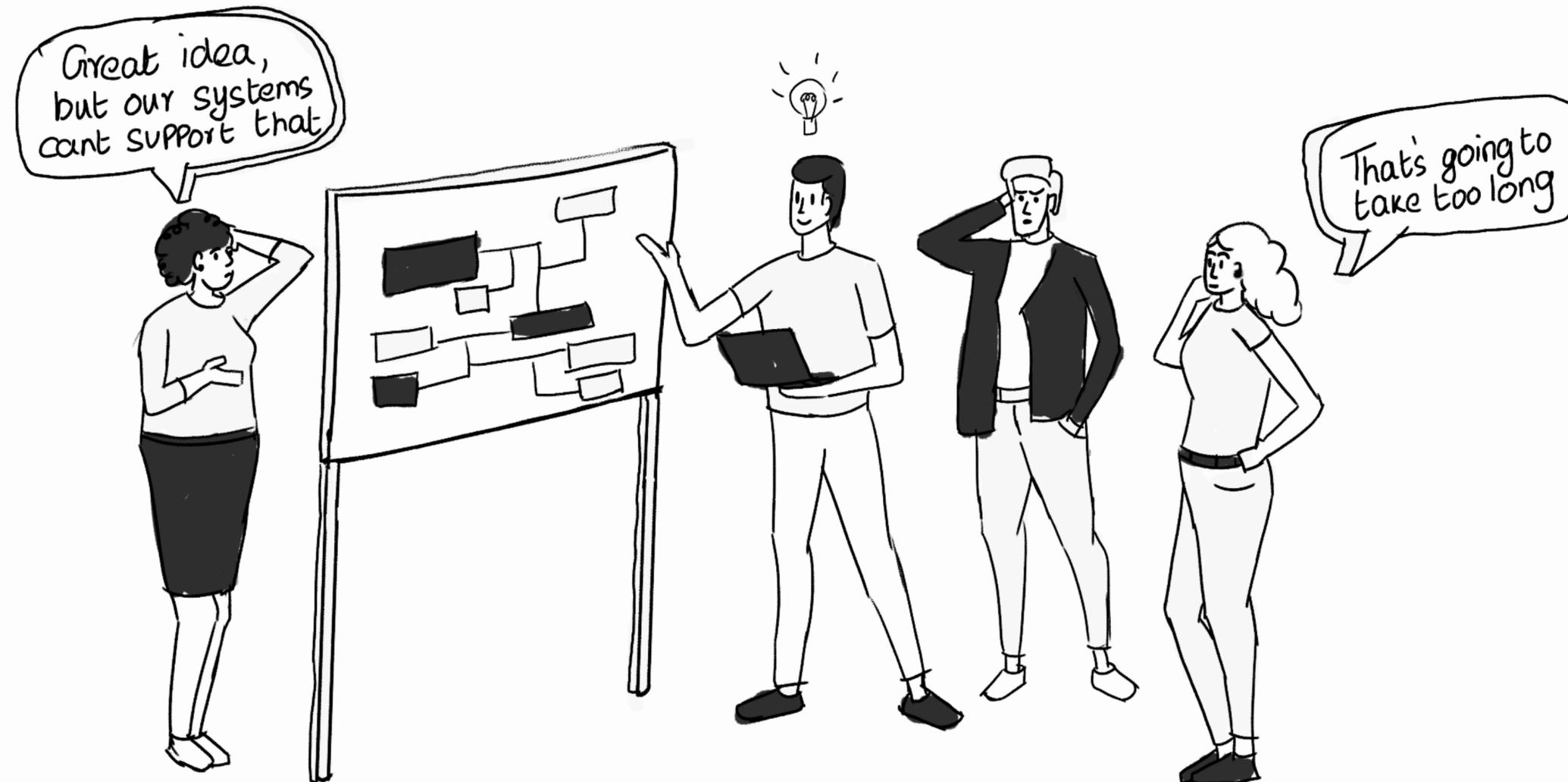
Scope: A NY Times Reader signing up for Home Delivery Subscription. The service interactions shown in this Service Blueprint is **when the reader trying to sign up is already in an area where home delivery is possible**. Refer to the "Alternate Scenarios" swim lane for additional possibilities and considerations.

- Legend
- Capability provided by the new Subscription System
 - Capability provided by Existing Subscription System
 - Changes needed
 - Capability provided by external sister teams
 - Capability provided by 3rd party vendors



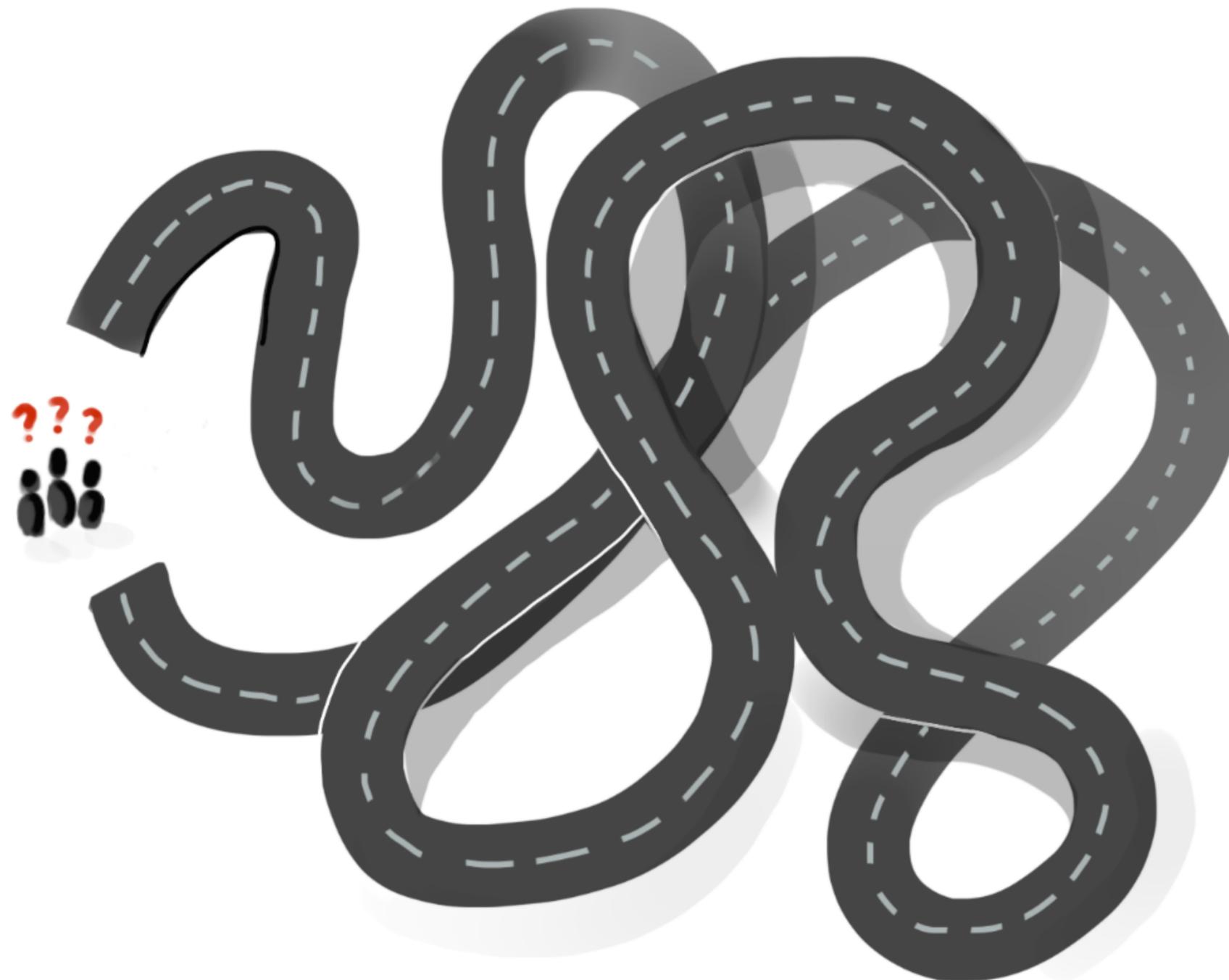
Alternate scenarios
Any other things that the user might encounter in this user journey
(Not happy scenarios)

Different Teams. Different Opinions



A Very Traditional Approach

docs



meetings

meetings

rabbit holes

meetings

going in circles



...



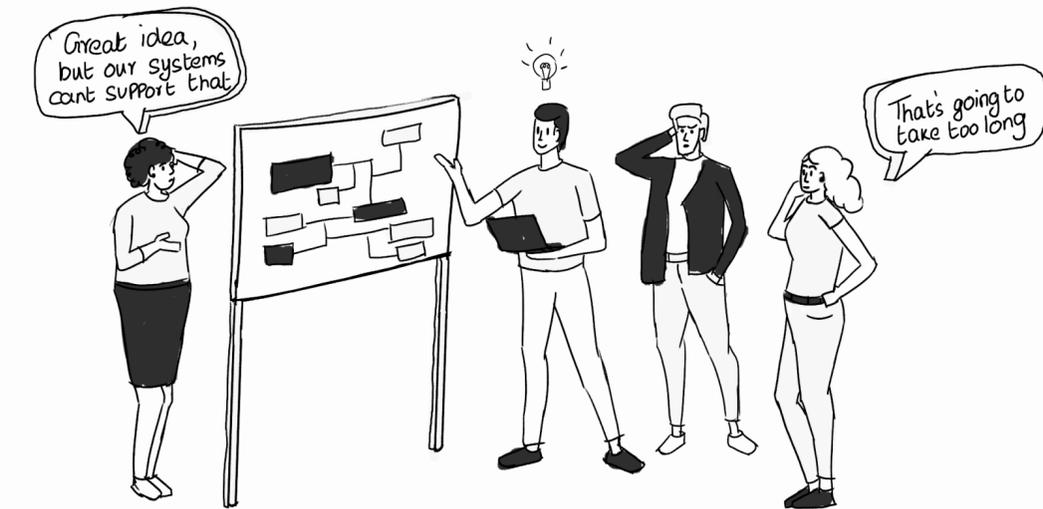
Repeatable and Systematic

PROCESS

Understand the problem better before jumping into a solution

Double Diamond

Developed by the British Design Council, the Double Diamond is a visual representation of the design and innovation process. It's a simple way to describe the steps taken in any design and innovation project, irrespective of methods and tools used.

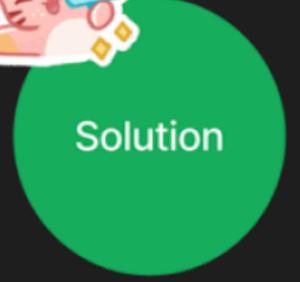
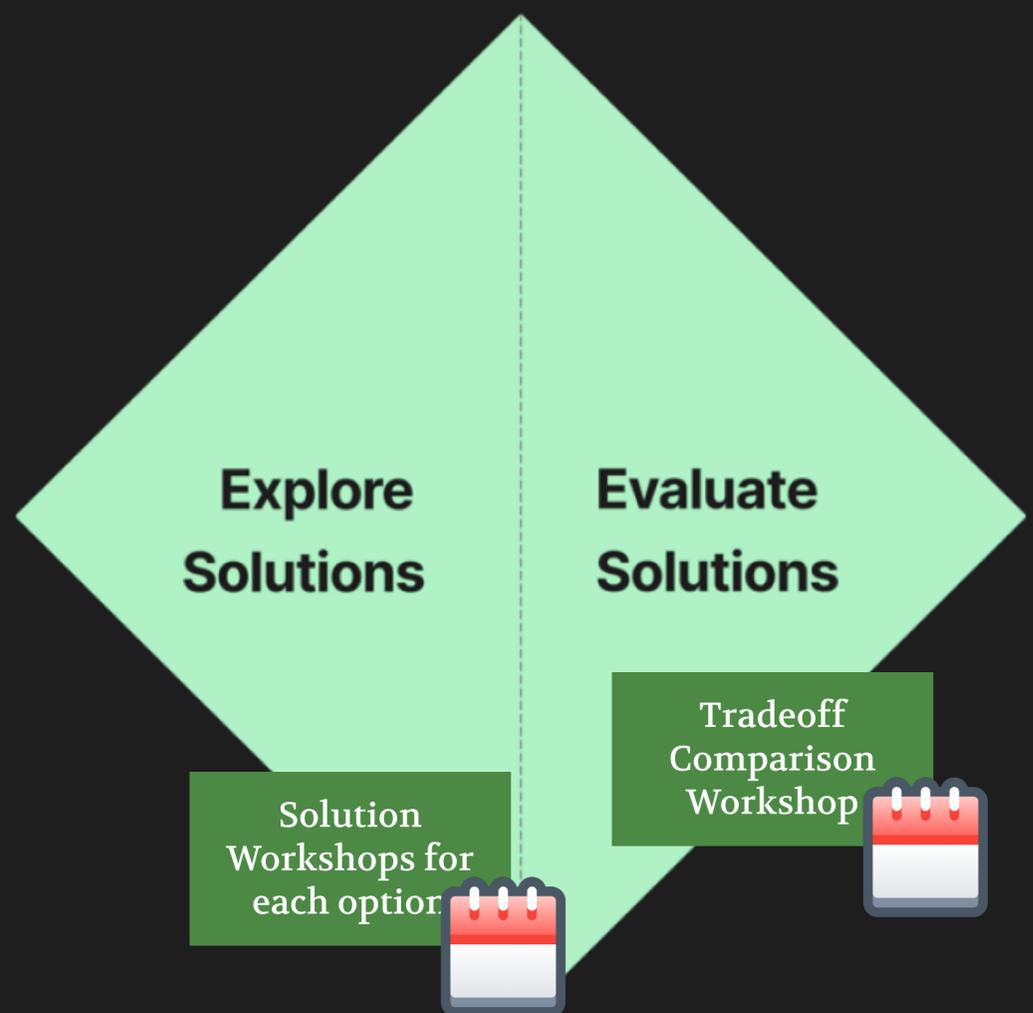
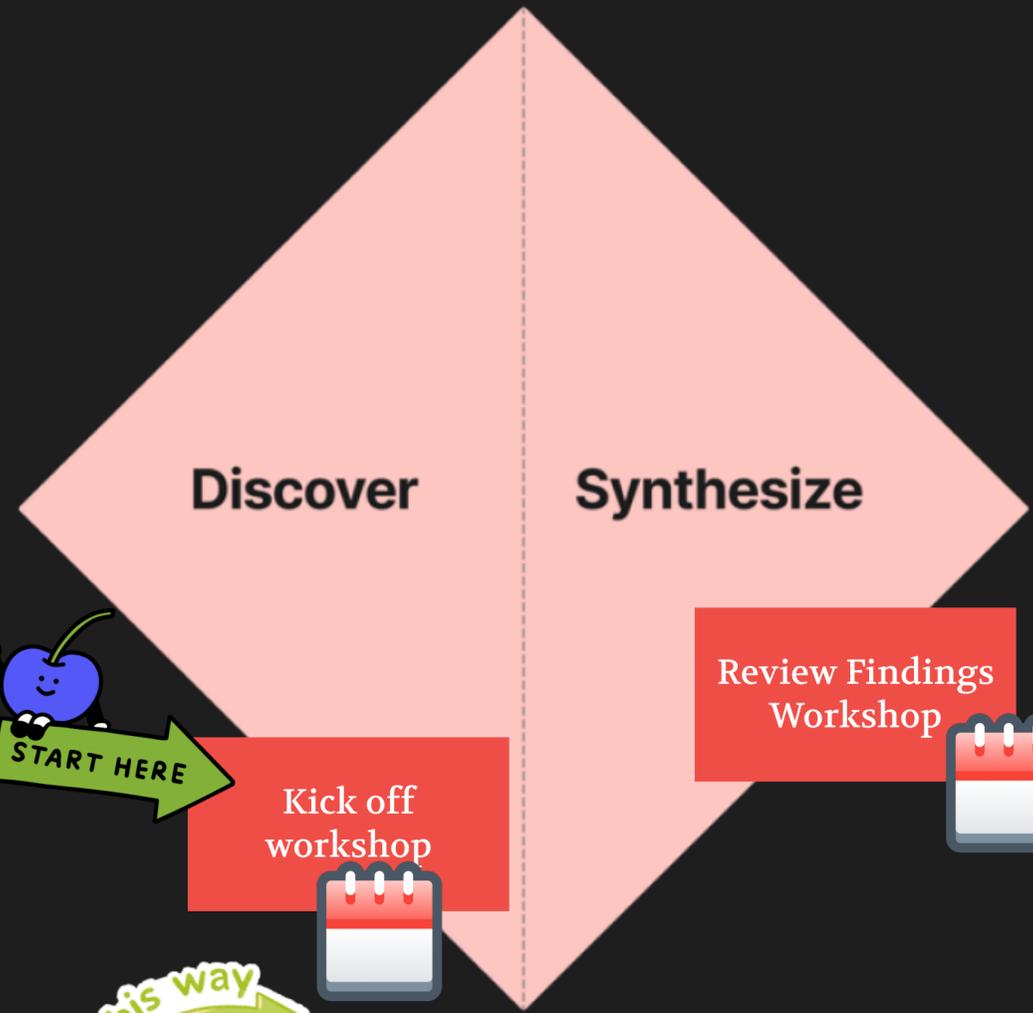
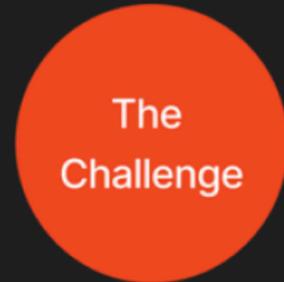


Problem Space

Understand the problem
Explore, Synthesize and define

Solution Space

Visualize,
Iterate and Experiment



Kick off workshop



Review Findings Workshop



Solution Workshops for each option



Tradeoff Comparison Workshop



PROCESS

16 Design Aspects from Dan Young and Mike Rozinsky

To create rich, participatory experiences for your attendees that change the way they connect together, think together, and move forward together.

<https://www.whenandhowstudios.com/about-us>



Design Aspects v1.3.1

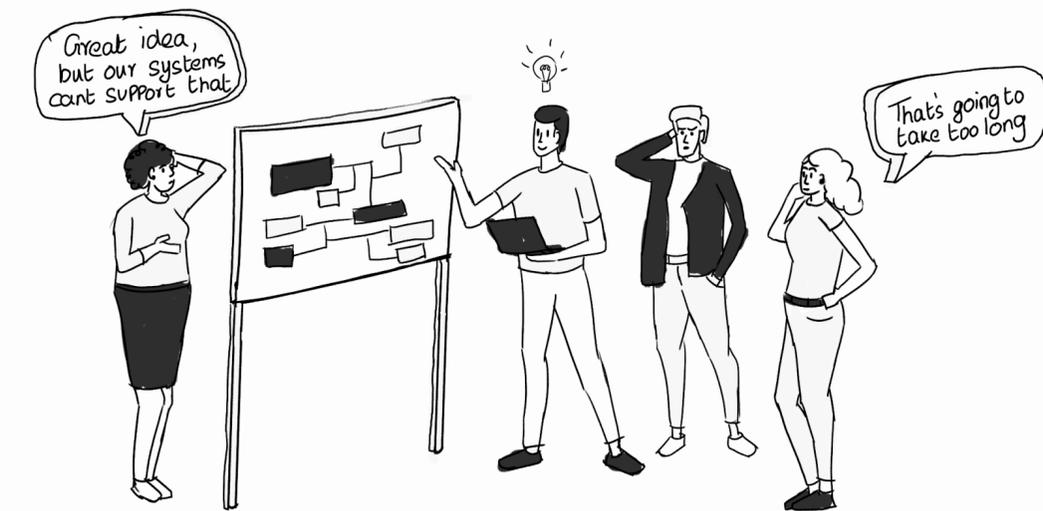
<p>The basic environment</p>	<p>Arc of Conversation</p>	<p>The art of questions</p>	<p>Growing relatedness</p>
<p>Framing</p>	<p>Identity & power dynamics</p>	<p>Individual & Collective Thought</p>	<p>Inviting Dissent</p>
<p>Activities</p>	<p>Transitions</p>	<p>Roles</p>	<p>Pre-event and post-event</p>
<p>Harvesting</p>	<p>Timing</p>	<p>Detailed logistics</p>	<p>Tools</p>

PROCESS

Document the decisions

Decision Records

These are lightweight documents, that documents a history of why a decision was made and what facts were taken into account at the time of making the decision



[Product/Architecture] Decision Record for [Topic]

Status : [Draft / Proposed / Adopted / Retired]

Any action items

1.	<input type="checkbox"/> Question to Decide On	[What is the question you are trying to answer?]
	Context	[Brief description of the context]
2.	Recommended Decision	[Brief description of the decision]
	Supporting Arguments	[What are the reasons which led to this decision?]
	Consequences / Constraints	[What are the ramifications of this decision, both positive and negative]
3.	Other Options Considered	[Were there other options? If so, list each option and the pros and cons of each option. [Option 1: option title] [Pros:] - Tk tk [Cons] - Tk tk <i>Duplicate this row for each option considered</i>
	Impacted Stakeholders	[List the stakeholders (names and roles) of who participated in this decision making process]
	Related References	[Link to any meeting notes, Slack threads, Figjam / Miro board links, etc]

What is the current status on this decision?

What is the question you are trying to answer?

What is the context of this problem?

Recommended Decision

Supporting Arguments

Constraints or Consequences

Other Options Considered

Pros and cons on the stakeholder impact

Impacted Stakeholders

Reference Links to meeting notes, Miro/Figjam, Slack threads, etc

~~STEP BY STEP APPROACH~~

Heuristics for Modernizing Your Systems

HEURISTICS FOR MODERNIZING YOUR SYSTEMS IN A HUMAN CENTERED WAY

Start with your user needs. Know when to buy and when to build. But always build your own secret sauce.

Wardley Mapping

SWOT Analysis

Understand how your systems impact your users before making changes.

Stakeholder & User Research

Stakeholder Mapping

Questions & Assumptions

ORID Framework

Build a shared map of the current state anchored in user scenarios.

Service Blueprints

Value Stream Mapping

Example Mapping

Domain Storytelling

EventStorming

Understand the problem first before picking a solution

Double Diamond

Document the journey of your decision

Decision Records

Inspect all the tools in the toolbox, before grabbing the first hammer.

See above :)

Blend your own!

Questions?

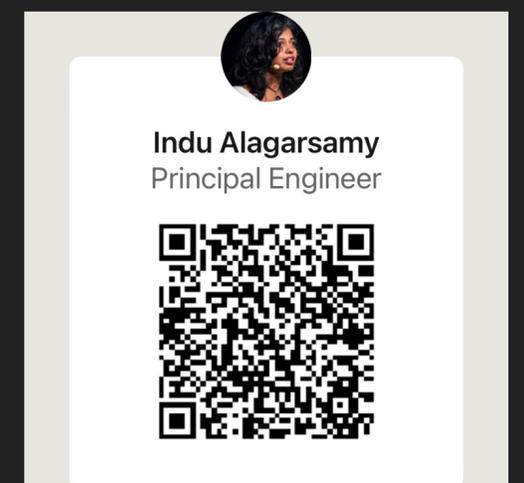
Find me at the office hours space

If you're in Denver next year

Leading Application & Architecture Modernization
with Nick Tune (2 day in-person workshop)

exploreddd.com

Mar 12 - 15, 2024, Denver, USA



A photograph of a mountain peak, likely Zugspitze in Germany. The foreground shows a steep, rocky cliff face. Several hikers are visible on the ridge, some standing near a golden cross monument. The background features a vast mountain range under a sky with scattered white clouds.

I wish you
the best in
your
adventure

Zugspitze, Germany
Elevation Gain : 2200 m
Length: 23 km

Photo by [Alana Harris](#) on [Unsplash](#)