Practical experience with Domain-Driven Design

in context of a shop system for games

Marco Muths
Jakub Zgolinski

Agenda

- Context
- Challenge
- Strategy
- Tactics
- Outcome
- Next steps
- Conclusion

Our shop system

- 12 games (more in pipeline)
- ~300 million players worldwide
- ~120 payment methods
- Channels: web, mobile, facebook and steam
- Diverse monetization features
- Single point of making money

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Channel based features, such as primetimes, incentives, a/b-testing, etc.

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- Single point of making money

Shop system is very important and must be stable, resilient, recoverable and easy to change to react on business market

GOODGAME STUDIOS

GOODGAME EMPIRE

US

11,000 rubies	23,000 rubies	36,000 rubies	61,000 rubies	130,000 rubies	272,000 rubies
+ 17%	+ 22%	+ 27%	+ 30%	+ 38%	+ 44%
	+ Bonus resources	+ Bonus resources	+ Bonus resources	+ Bonus resources	+ Bonus resources
$9.99	$19.99	$29.99	$49.99	$99.99	$199.99

1 2

Choose payment method:

Credit card | PayPal | paysafecard | Rixty | Gift cards | Bitcoin

Your selection:

Pack: **23,000** rubies + Bonus resources
Amount: **$19.99**

Checkout

NEW

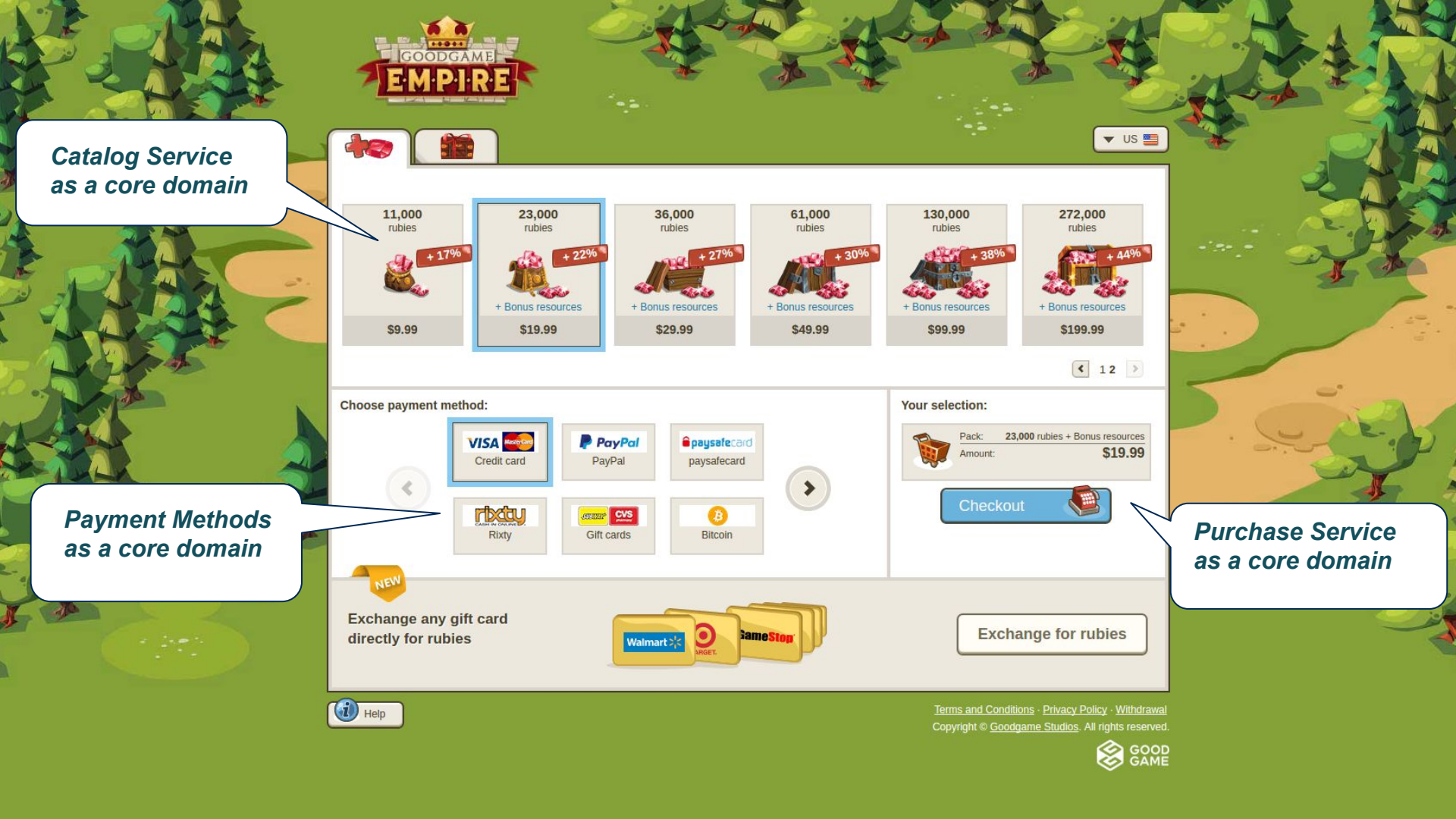
Exchange any gift card directly for rubies

Walmart | TARGET | GameStop

Exchange for rubies

Help

GOODGAME


Catalog Service as a core domain
GOODGAME EMPIRE
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Payment Methods as a core domain
Purchase Service as a core domain
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Help
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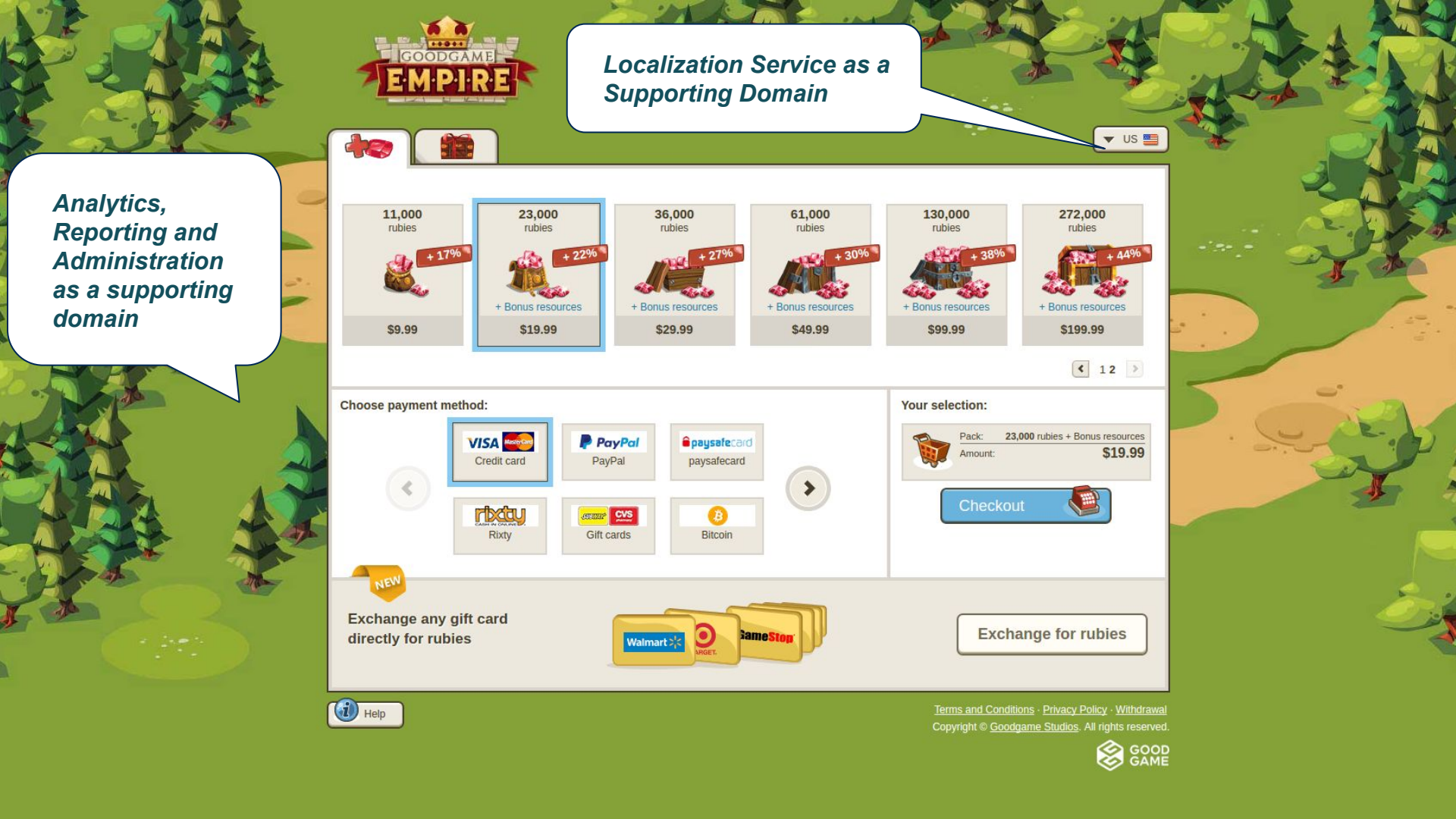
GOODGAME


GOODGAME EMPIRE
Localization Service as a Supporting Domain
Analytics, Reporting and Administration as a supporting domain
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GOODGAME

CHALLENGE

May 2015

Missing big picture Lack of understanding of business and market

Customer focus missed

Architecture unfitting for iterations and feature teams

Team interdependencies

Knowledge silos **Poor collaboration**

Maintenance overhead Slow time to market

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What can be the solution?

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Domain-Driven Design is promising...

What can be the solution?

Domain-Driven Design is promising...

- Tackling complexity
- Understanding business
- Domain experts contribute to software design
- Better user experience
- Clean boundaries
- Better organized elements of enterprise architecture
- Usage of agile, iterative, continuous modeling

STRATEGY

Prerequisites to successful implementation of DDD

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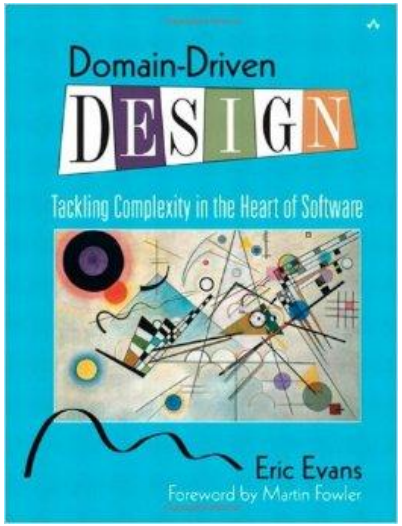
- Convincing the team to DDD



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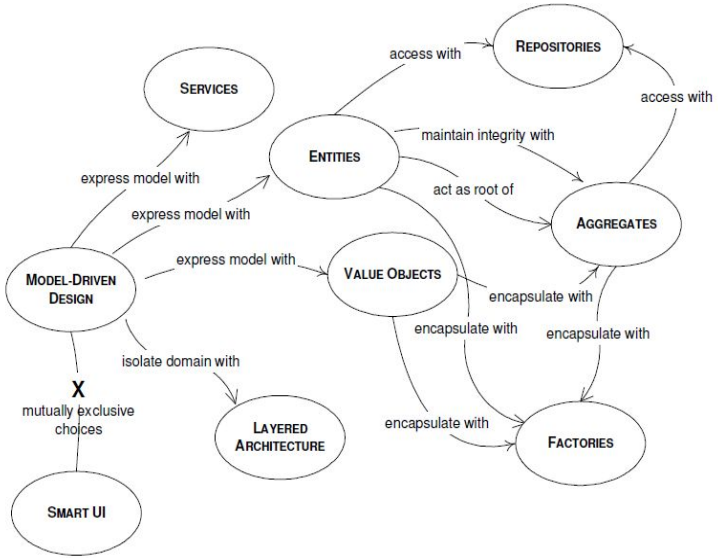

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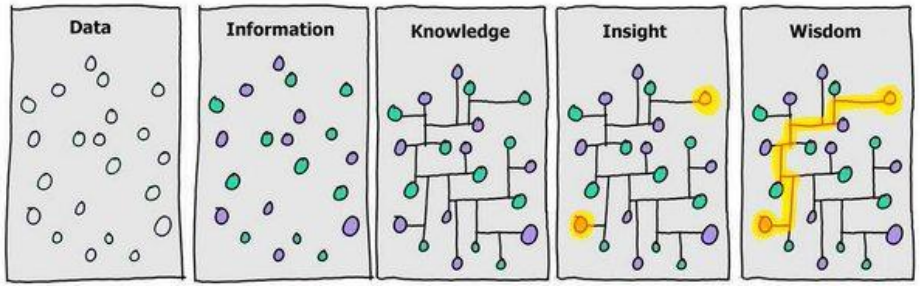

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TACTICS

Agile Coaching

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Live the scrum values
and empower the teams
"We are a team not a family"

No "zombie scrum"
No micro managment
MVP for processes

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Agile Coaching

GOODGAME STUDIOS

Agile Coaching

“Thumbs” method to find the right solution efficiently in big teams as a big booster

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Injection of a change driver into the team

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Meet the bottom-up approach instead of doing top-down managment and push majority

GOODGAME STUDIOS

Emphasize Big Ball of Mud

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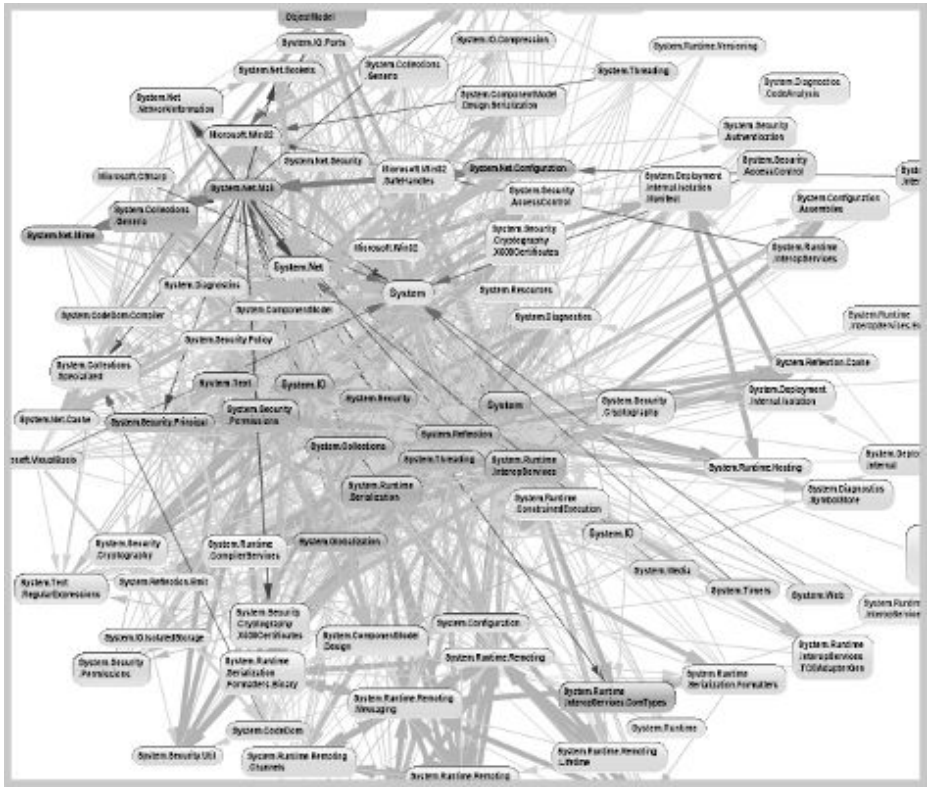

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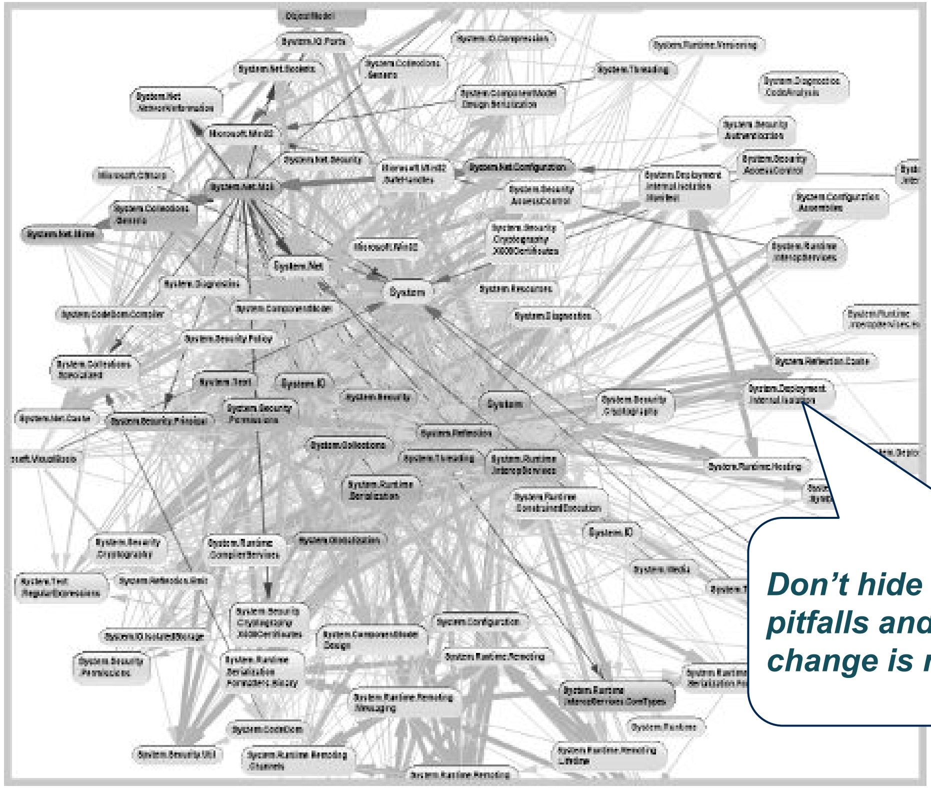

Don't hide the mess with their pitfalls and highlight that a change is needed

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Workshops for developers and product owners

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Push majority.
Everybody must be aware of the DDD patterns

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Pair/Mob programming, dev-meetings and design sessions

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Focus on helping each other achieving excellence

Have passion to inspire each other. Be curious and push innovations

Solving problems before coding

"Measure twice, cut once"

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Pair/Mob programming, dev-meetings and design sessions

Event storming

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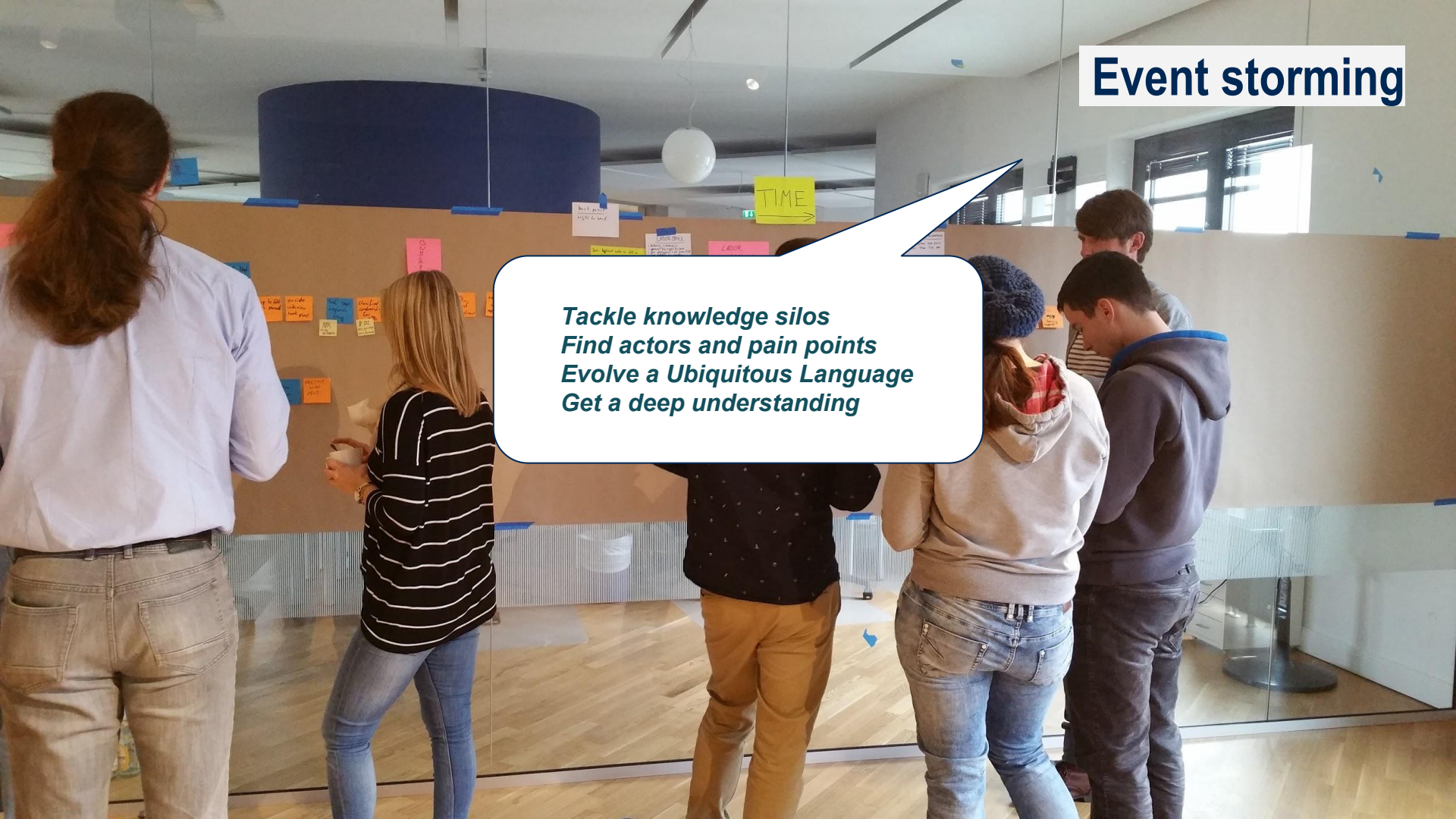

Tackle knowledge silos
Find actors and pain points
Evolve a Ubiquitous Language
Get a deep understanding

Ubiquitous Language

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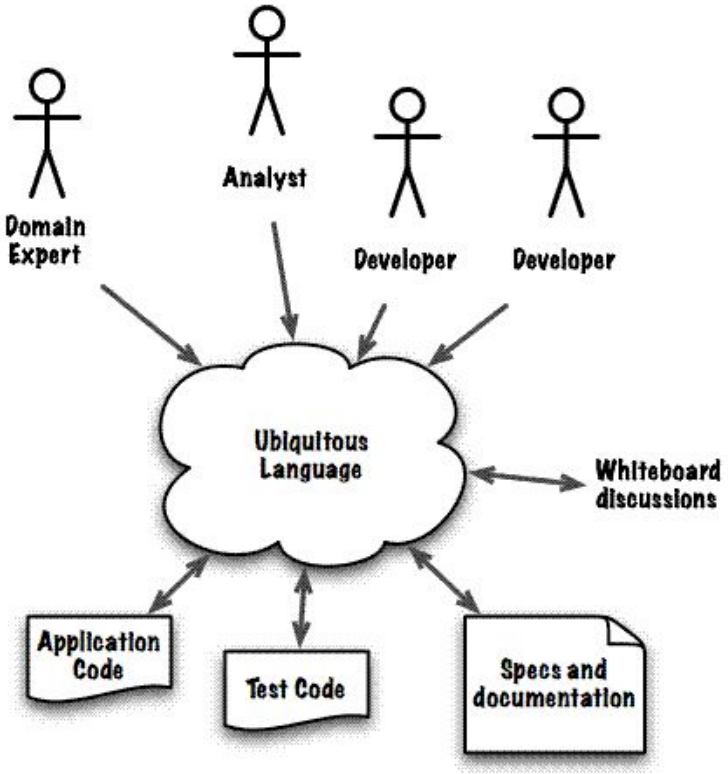
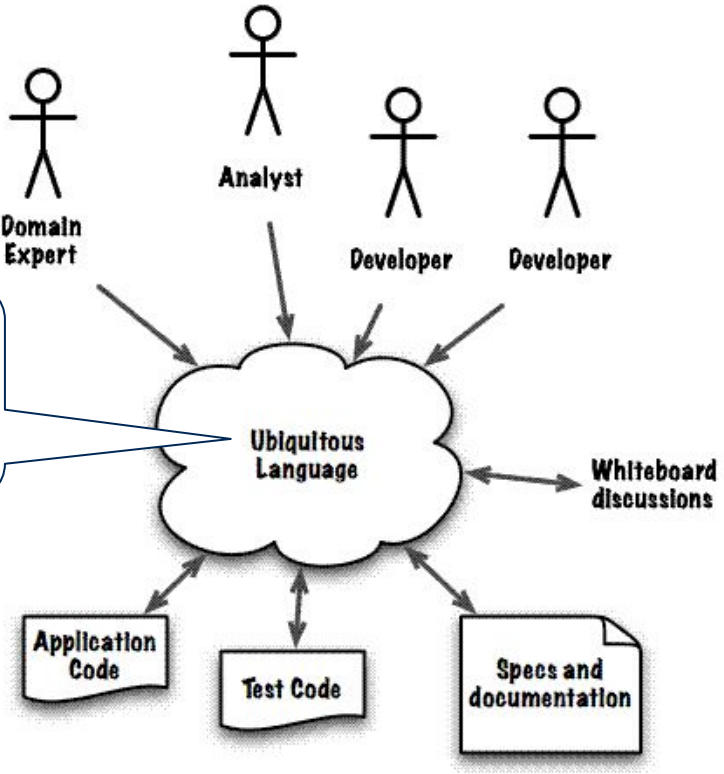
Ubiquitous Language



Ubiquitous Language

Model rules and specifications arround the terms and introduce a glossary as a SPOT



Context mapping

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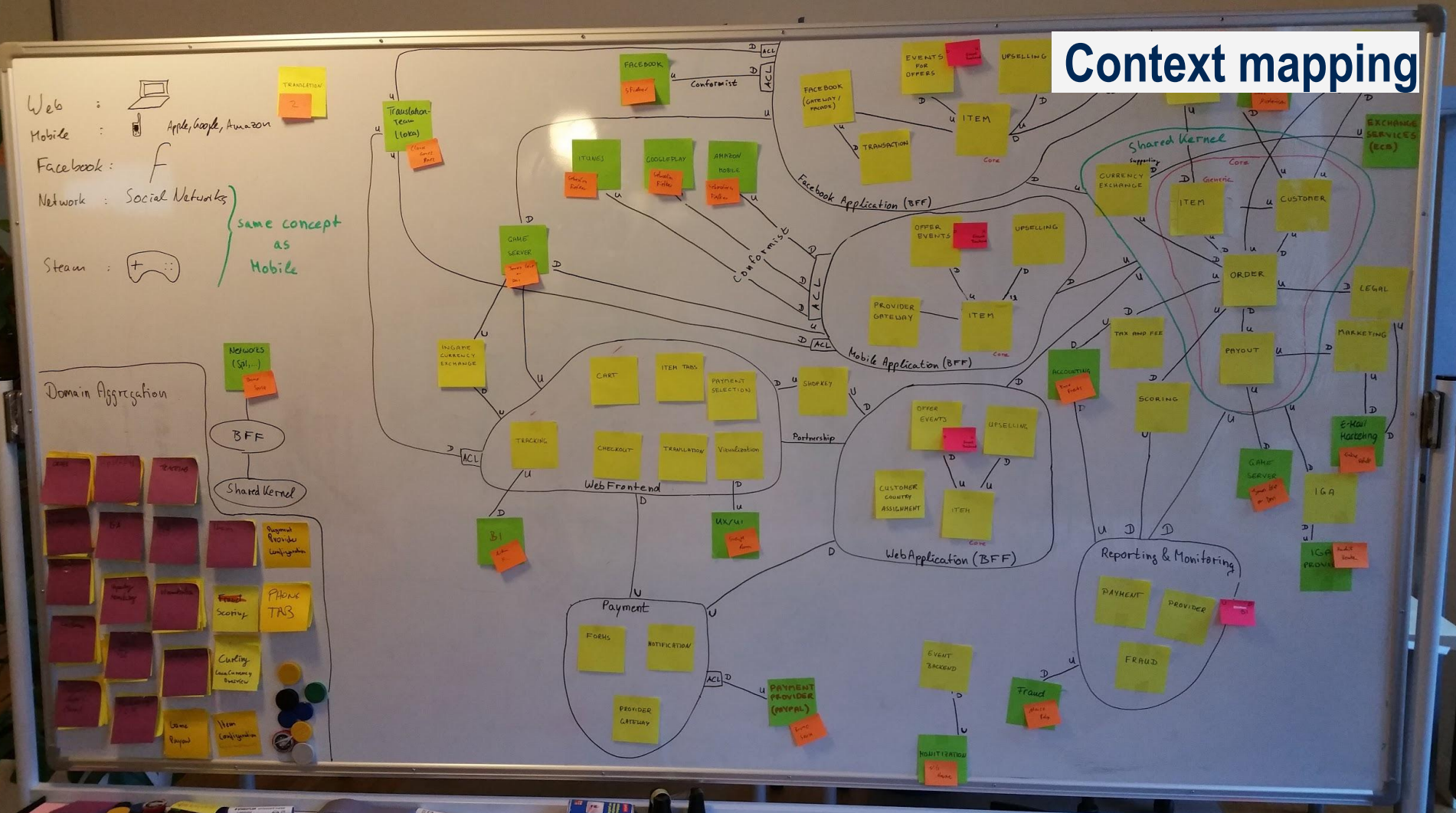

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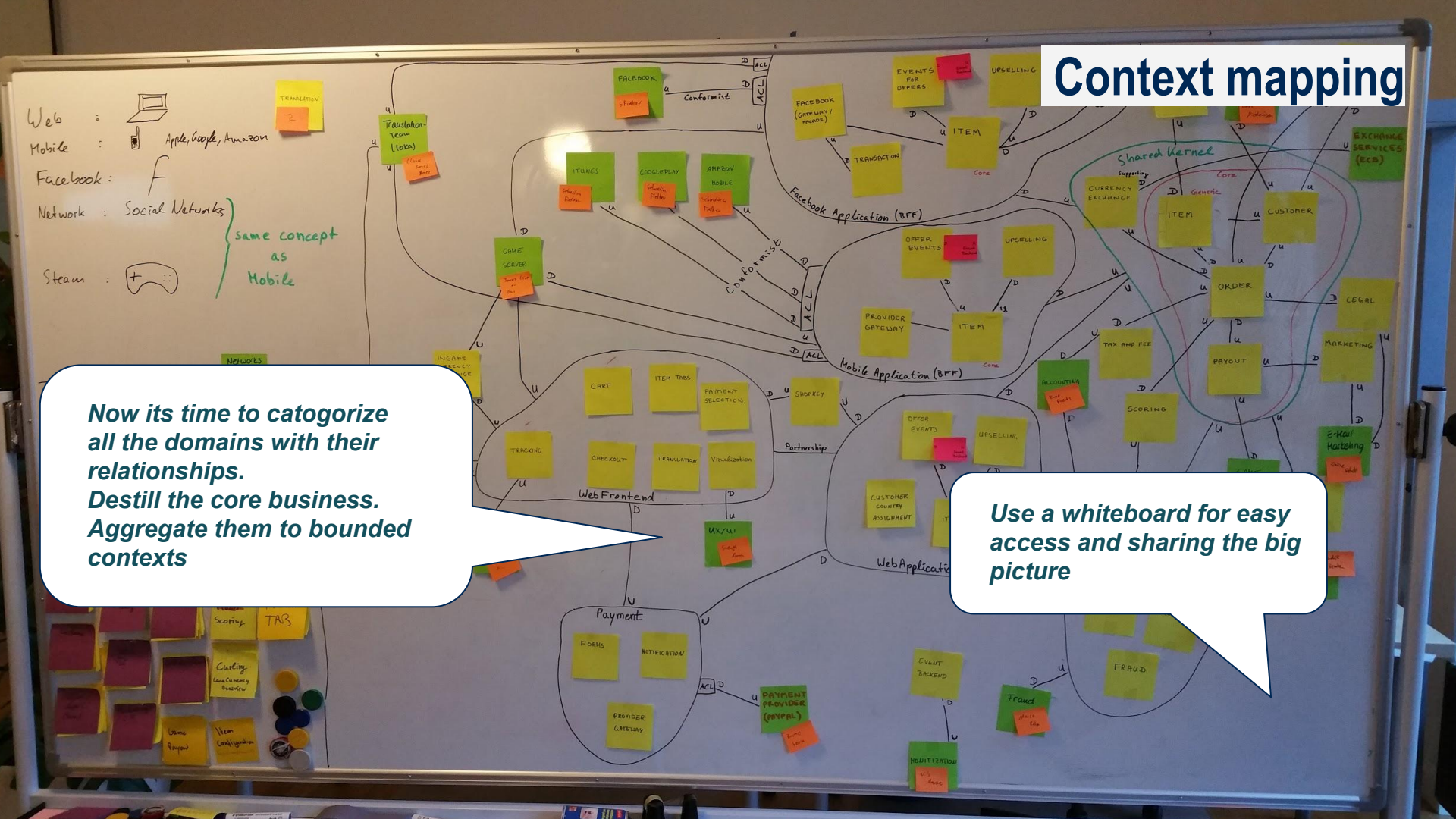

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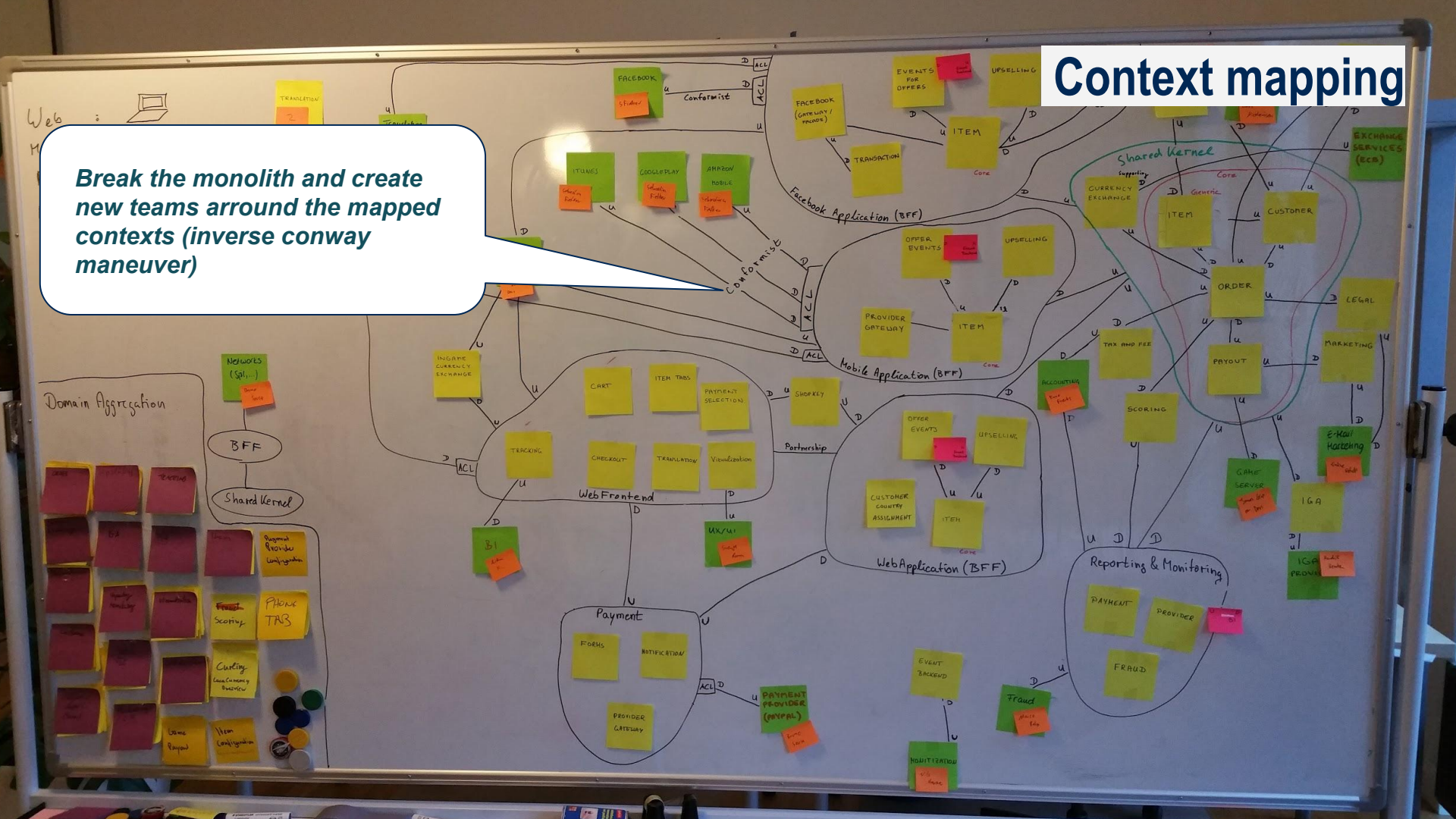

Living documentation

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GOODGAME STUDIOS

Living documentation

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Documentation is about knowledge sharing.
Find a concept and layer your documentation.

Living documentation

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Needs to be next to code.
Use the right tools, such as Clean Code, TDD, BDD, README, WIKI, Ubiquituous Language.
Know the audience.

Business value estimation

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Understand the business and deliver value rather than story points. Find out what MVP is in your context.

GOODGAME STUDIOS

Creativity-friendly office space

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Anti-JIRA attitude, less bureaucracy

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Anti-JIRA attitude, less bureaucracy

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JIRA can hide a lot of problems, such as the amount of techn. debts and feature requests.
Analog boards over digitalism.

Face to face communication over ticket ping-pong.

Micro management can block continuous refactoring: avoid task creation for each minor issue

"Automate all the things" + *"You build it, you run it"* attitude

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Automate all jobs, which are not relevant to the real business.

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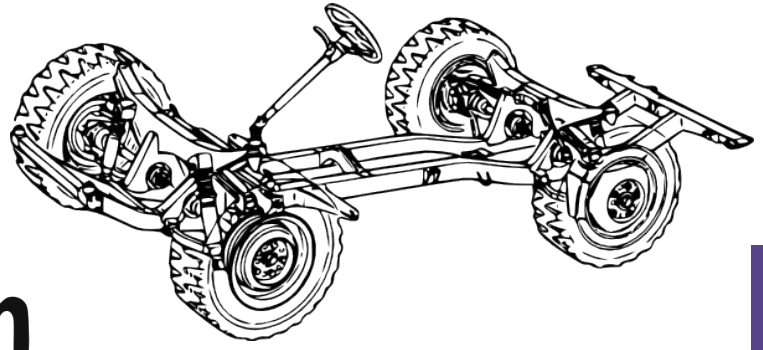
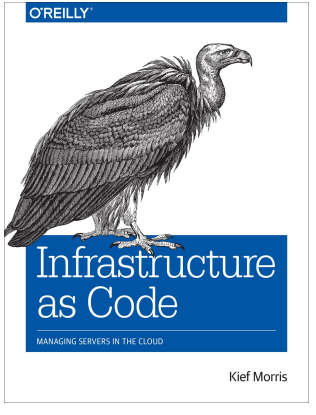


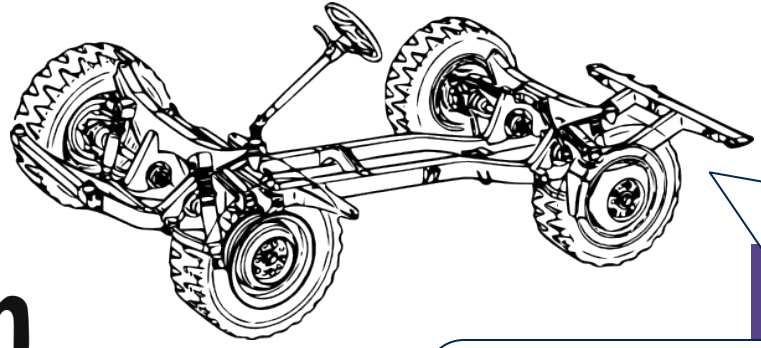
amazon web services™

GitLab

docker



Make the teams independent. Favor PaaS over self-hosted solutions.



Create chassis for context based application creation to start with implementing business code as fast as possible

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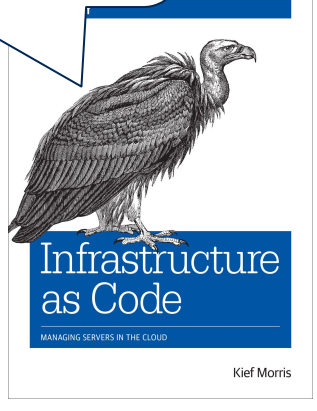
AUTOMA

Describe the full server stack as code with Terraform or Cloudformation to meet Phoenix Environments

docker

Use it to document and share the application environment.



MVP first

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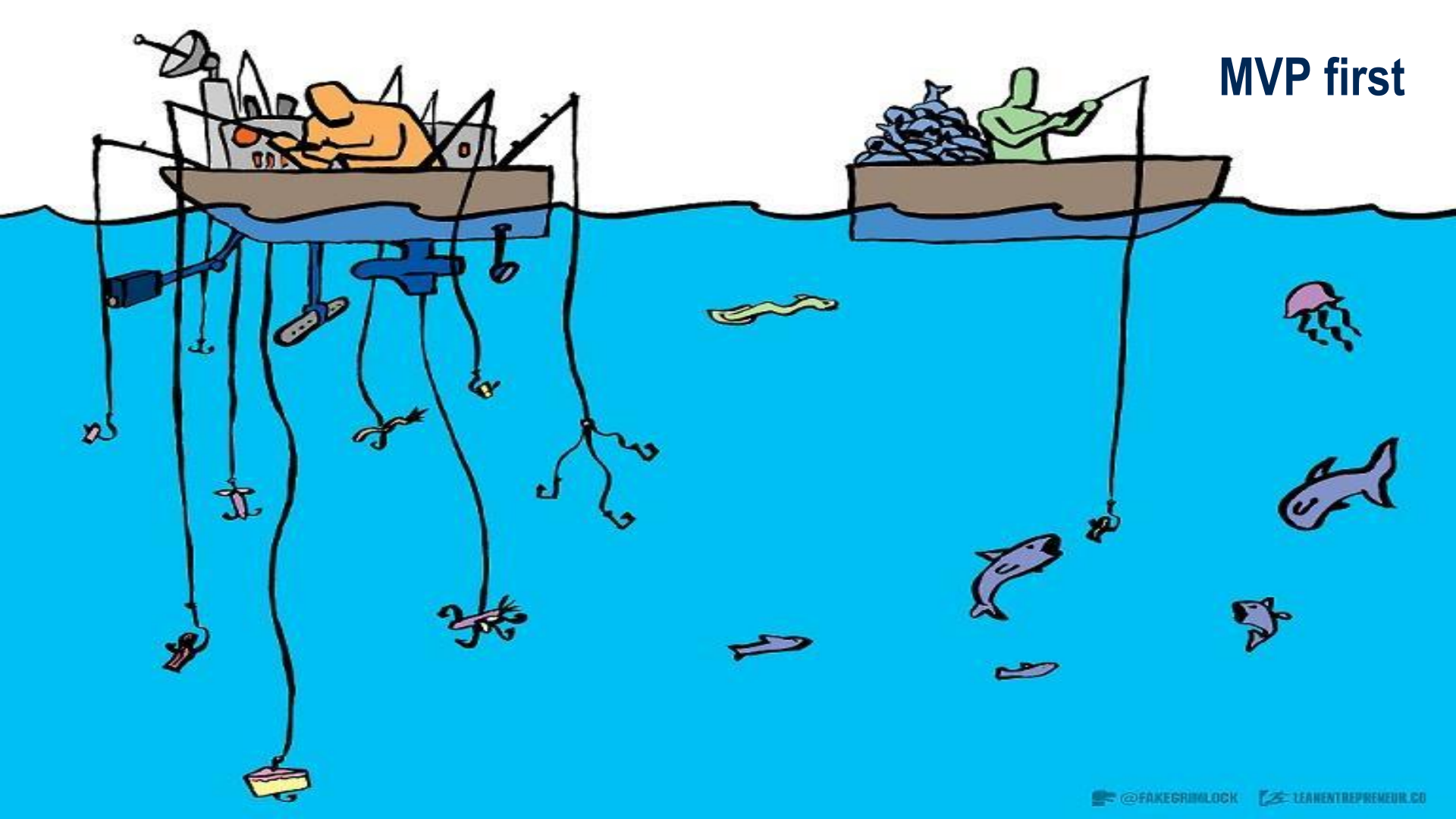

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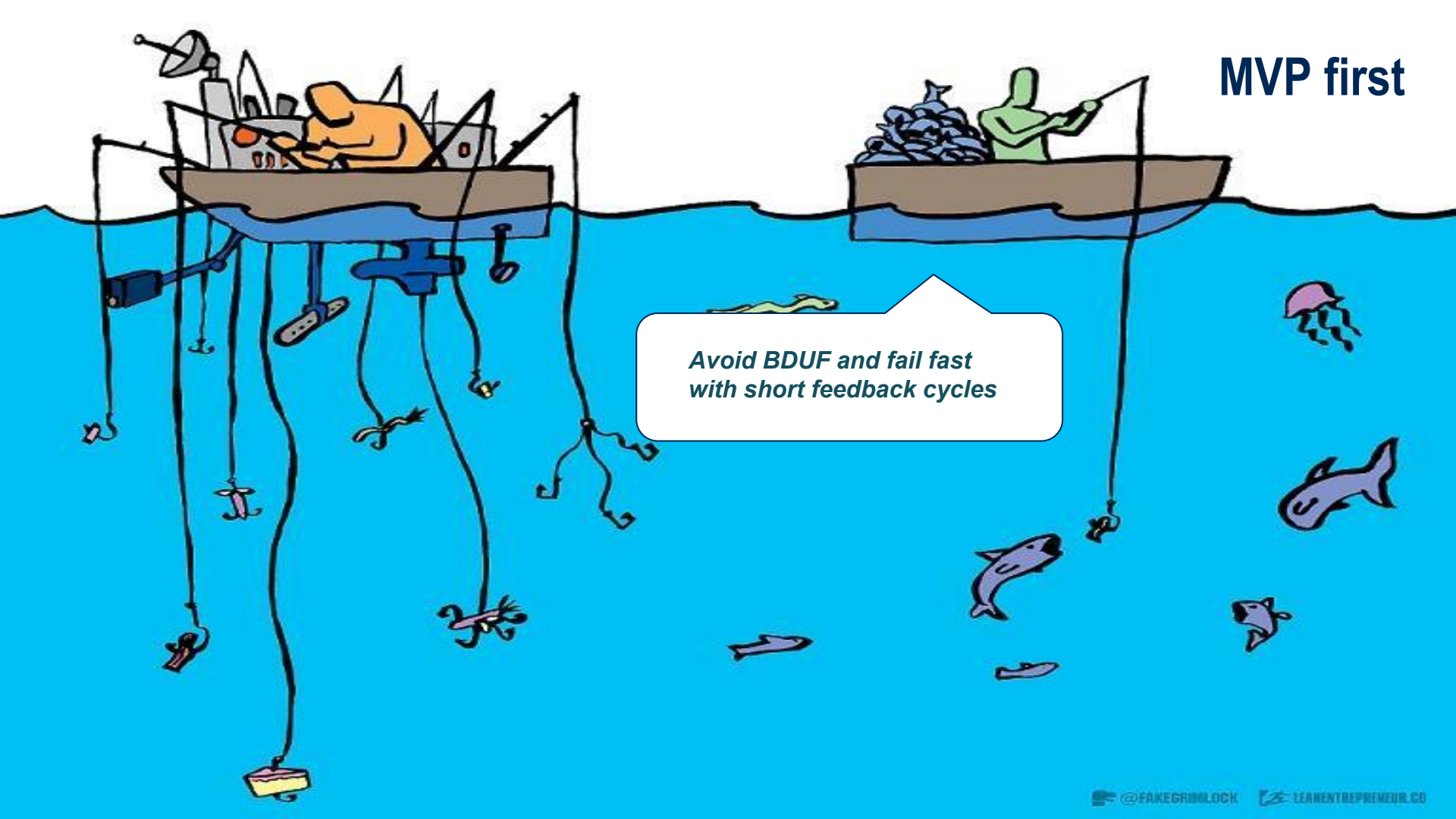
Avoid BDUF and fail fast
with short feedback cycles
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Assigning projects to fitting context

- Convincing the team to DDD
- Mindset change:
  - Thinking in business rather than technology
  - Failing is learning
  - Culture of collaboration
  - Courage to take responsibility
- Empowerment to make decisions
- Knowledge about tactical patterns (developers)
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- Low friction processes
- Deep understanding of business
- Accessibility of business knowledge
- **Focus to core domains**

GOODGAME STUDIOS

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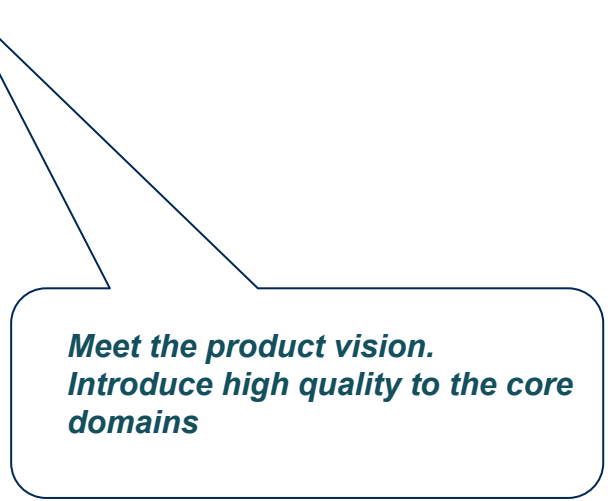

GOODGAME STUDIOS

OUTCOME

What is the result?

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- Synergy of teams and systems
- Adventurous teams
- Business discussions alongside technology conversations
- Solving problems before implementing
- Doing important things
- Quick time to market with cost reduction
- We are learning
- Happier developers & happier stakeholders

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Context Map enabled us to build teams and products arround bounded business capabilities to meet feature teams without interdependecies

GOODGAME STUDIOS

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With the right tactical pattern its easy to change underlying technologies

GOODGAME STUDIOS

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Without knowledge silos everybody can participate to find the right solution

GOODGAME STUDIOS

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With the right tactical patterns the business is explicit and understandable by ubiquitous language which means we can deliver quickly

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Fail Fast with MVP,
do experiments and business
perfomance monitoring

GOODGAME STUDIOS

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Everything is emergent, easy to understand, well shared and stabilized

GOODGAME STUDIOS

What worked good and what didn’t work so well ...

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- **Strongest impact**
  - Introduction of a change driver
  - Emphasize Big Ball of Mud
  - Event storming
  - Context map
  - Usage of DDD tactical patterns

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Bottom-Up supports morality.

Make the troubles transparent.

Event Storming highly efficient to get deep into everything.

Context Map provides a big picture and destills the core domain.

Tactical patterns improves the maintainability, sideeffect is everybody trust their products

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Product Owners tend to keep value information to themselves and developers are often not interested to this job.

Glossary is very hard to maintain and far away from code. We did not find the right tool yet.

GOODGAME STUDIOS

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Self-organization is a major challenge for people who have been constantly told what to learn

Typical problem for big teams. Sometimes DDD sounds like BDUF, but it isn’t!

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NEXT STEPS

Business performance monitoring

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Knowledge about the business KPI's is a need to understand the market

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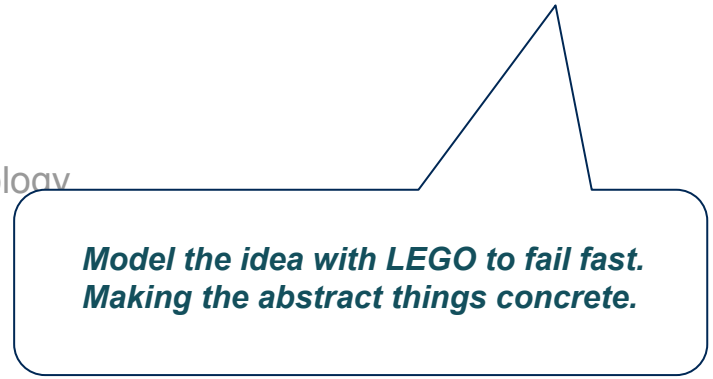

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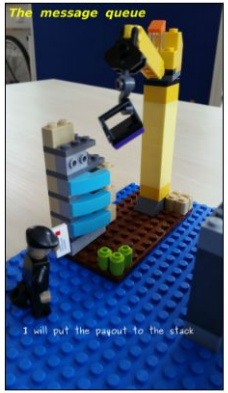

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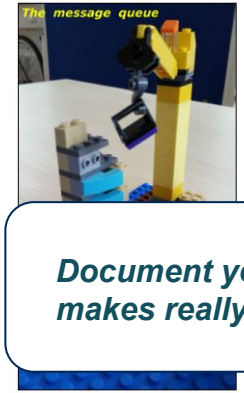

Document your model with LEGO makes really fun

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Introducing it was not accepted.
But we see a high value here,
so we will give another try.

We also think about Risk Value Estimation.

Having Story Points, Business Value and Risk Value enable us to automate story prioritization.

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CONCLUSION

Return of investment

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Introducing DDD is not easy but it helped us to improve our productivity and to be agile.

We are able to choose the right architecture on organisation as well as on technical level. Even in case of changes we can react easily without pain.

DDD ensures long term success to our products without introducing a rewrite of the entire system as a worst-case scenario.

~~**Missing big picture**~~ ~~Lack of understanding of business and market~~

~~Customer focus missed~~

~~Architecture unfitting for iterations and feature teams~~

~~**Team interdependencies**~~

~~Knowledge silos~~ ~~**Poor collaboration**~~

~~Maintenance overhead~~ ~~Slow time to market~~

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Thank you

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