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Understanding the domain

Change me.

— Chinese Proverb

Introduction

The domain of international trade

Understanding letters of credit

International trade at KP Bank

Understanding business strategy at KP Bank

To arrive at an optimal solution, it is important to have a strong appreciation of the business goals and their alignment to support the needs of the users of the solution. We introduce a set of tools and techniques we have found to be useful.



It is pertinent to note that these tools were conceived independently, but when practiced in conjunction with other DDD techniques can accentuate the effectiveness of the overall process and solution. The use of these should be considered to be complementary in your DDD journey.

Business model canvas

As we have mentioned several times, it is important to make sure that we are solving the right problem before attempting to solving it right. The business model canvas is a quick and easy way to establish that we are solving a valuable problem in a single visual that captures nine elements of your business namely:

- *Value propositions*: what do you do?
- *Key activities*: how do you do it?
- *Key resources*: what do you need?
- *Key partners*: who will help you?
- *Cost structure*: what will it cost?
- *Revenue streams*: how much will you make?
- *Customer segments*: who are you creating value for?
- *Customer relationships*: who do you interact with?
- *Channels*: How do you reach your customers?

Here is a sample canvas for a popular movie subscription provider:

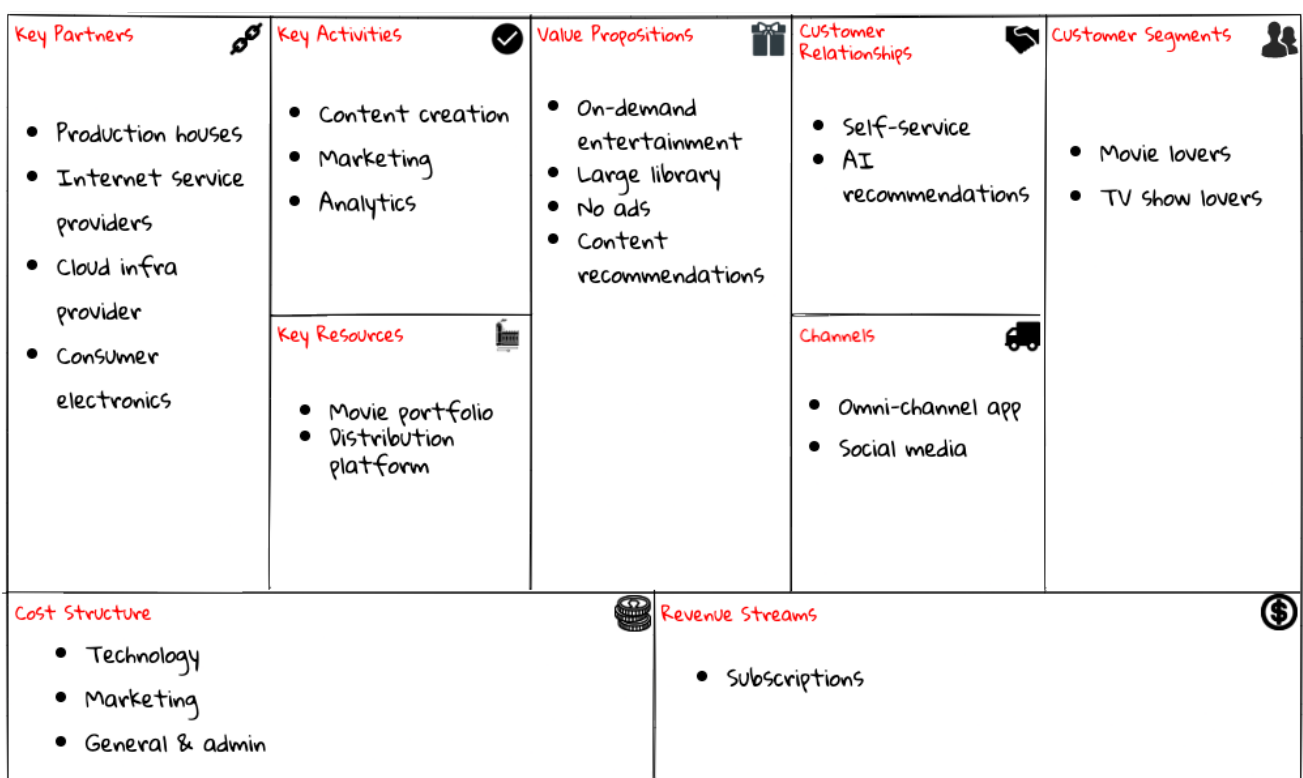


Figure 1. Business model canvas of a popular online movie subscription provider

The business model canvas helps establish a shared understanding of the big picture among a varied set of groups including business stakeholders, domain experts, product owners, architects and developers. We have found it very useful when embarking on both greenfield and brownfield engagements alike.



A variation of the business model canvas is the *lean canvas*, which is a one-page document that has been adapted from Business Model Canvas that is entrepreneur focused and has customer-centric approach that emphasizes on problem, solution, key metrics and competitive advantage.

Wardley maps

The business model canvas can help establish clarity of purpose at a high level. The Wardley map is another tool to help build a business strategy. It provides a sketch of the people that the system is built for, followed by the benefits the system offers them and a chain of needs required to provide those benefits (called the *value chain*). Next the value chain is plotted along an evolution axis which ranges from something that is uncharted and uncertain to something that is highly standardized.

Here is a sample Wardley map for a bank that is looking to provide a suite of next generation credit card products:

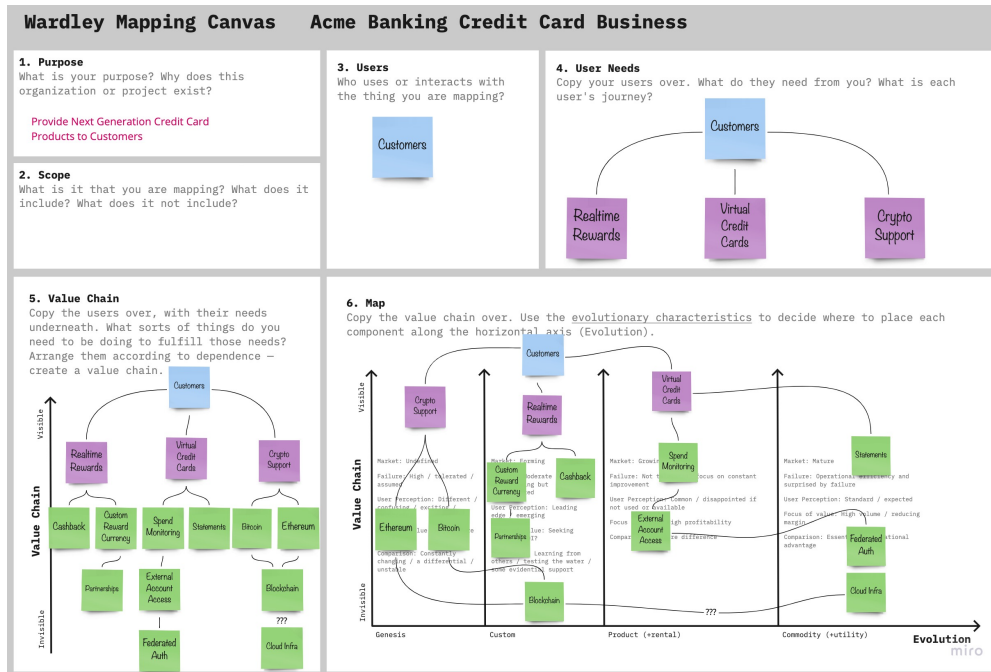


Figure 2. Value chain to a Wardley map

The Wardley map makes it easy to understand the capabilities provided by our solution, their dependencies and how value is derived. It also helps depict how these capabilities play out in comparison to those offered by competitors, allowing you to prioritize attention appropriately and make build versus buy decisions.

Impact maps

An impact map is a visualisation of scope and underlying assumptions, created collaboratively by senior technical and business people. It is a mind-map grown during a discussion facilitated by considering the following four aspects:

- **Goals:** **Why** are we doing this?
- **Actors:** **Who** are the consumers or users of our product?. In other words, who will be impacted by it.
- **Impacts:** **How** can the consumers' change in behavior help achieve our goals? In other words, the impacts that we're trying to create.
- **Deliverables:** **What** we can do, as an organisation or a delivery team, to support the required impacts? In other words, the software features or process changes required to be realized as part of the solution.

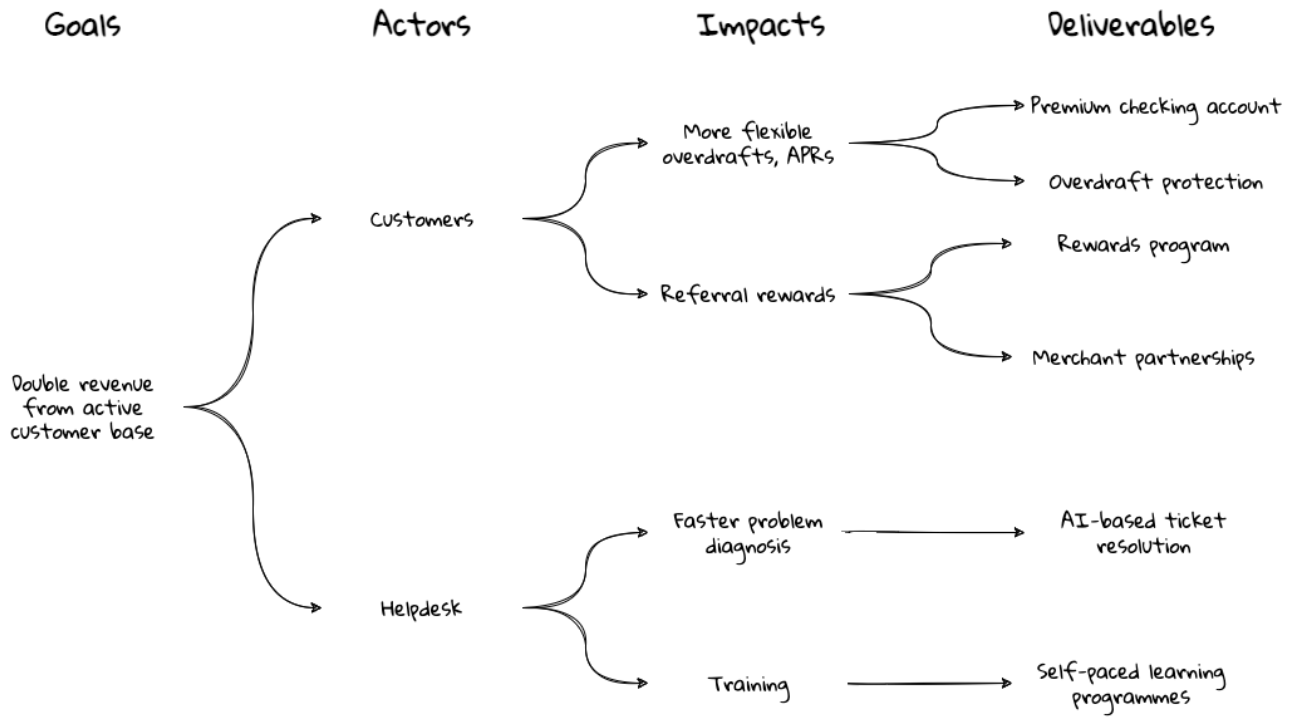


Figure 3. A simple impact map for a retail bank

Impact mapping provides an easy to understand visual representation of the relationship between the goals, the users and the impacts to the deliverables.