### The Addison-Wesley Signature Series

## A VERNOZ VANDUME BOOK

# STRATEGIC MONOLITHS AND MICROSERVICES

Driving Innovation Using Purposeful Architecture

Vaughn Vernon Tomasz Jaskuła





Foreword by MARY POPPENDIECK

### Praise for Strategic Monoliths and Microservices

"Most books address either the business of software or the technical details of building software. *Strategic Monoliths and Microservices* provides a comprehensive approach to blending the needs of business and technology in an approachable way. It also dispels many of today's myths while offering practical guidance that any team or organization can apply immediately and with confidence."

—James Higginbotham, Executive API Consultant, Founder of LaunchAny, and author of Principles of Web API Design

"Digital Transformation cannot succeed as a 'grass roots' effort. Vaughn and Tomasz offer C-level execs a roadmap to software excellence that includes establishing the culture necessary to foster and sustain software innovation. Written with real-world understanding, Vaughn and Tomasz help the reader to appreciate that moving software development from a cost center to a profit center involves tradeoffs that need not sacrifice innovation. A must-read for decision makers."

—Tom Stockton, Principal Architect, MAXIMUS

"In this book, Vaughn Vernon and Tomasz Jaskuła use their extensive experience with DDD to present a comprehensive guide to using the many different aspects of DDD for modern systems development and modernization. It will be a valuable guide for many technical leaders who need to understand how to use DDD to its full potential."

—Eoin Woods, software architect and author

"There are common misconceptions and roots of failure around software engineering. One notable example is neglecting the rugged trek towards digital transformation. Such an endeavor comprises breakthrough innovations, failure culture, emphasis on the role of software architecture, as well as on the importance of efficient and effective inter-human communication. Fortunately, the authors offer the necessary help for mastering all hurdles and challenges. What I like most about this book is the holistic view it provides to all stakeholders involved in digital transformation and innovation. Vaughn Vernon and Tomasz Jaskuła introduce a clear path to successful innovation projects. They provide insights, tools, proven best practices, and architecture styles both from the business and engineering viewpoint. Their book sheds light on the implications of digital transformation and how to deal with them successfully. This book deserves to become a must-read for practicing software engineers, executives, as well as senior managers. It will always serve me as a precious source of guidance and as a navigator whenever I am entering unchartered territories."

—Michael Stal, Certified Senior Software Architect, Siemens Technology

### Strategic Monoliths and Microservices: Driving Innovation Using Purposeful Architecture

### **Table of Contents**

Cover

Half Title

Title Page

Copyright Page

Contents

Foreword

**Preface** 

Acknowledgments

About the Authors

Part I: Transformational Strategic Learning through Experimentation

**Executive Summary** 

Chapter 1: Business Goals and Digital Transformation

Digital Transformation: What Is the Goal?

Software Architecture Quick Glance

Why Software Goes Wrong

**Debt Metaphor** 

Software Entropy

Big Ball of Mud

Running Example

Your Enterprise and Conways Law



Communication Is about Knowledge

The Telephone Game

Reaching Agreement Is Hard

But Not Impossible

### (Re)Thinking Software Strategy

Thinking

Rethinking

Are Monoliths Bad?

Are Microservices Good?

Dont Blame Agile

**Getting Unstuck** 

Summary

References

### Chapter 2: Essential Strategic Learning Tools

Making Decisions Early and Late, Right and Wrong

### Culture and Teams

Failure Is Not Fatal

Failure Culture Is Not Blame Culture

**Enabling Safe Experimentations** 

Getting Conways Law Right

Modules First

Deployment Last

### Everything in Between

Business Capabilities, Business Processes, and Strategic Goals

Strategic Delivery on Purpose

Using Cynefin to Make Decisions

Where Is Your Spaghetti and How Fast Does It Cook?

Strategic Architecture

Applying the Tools

Summary

References



### Chapter 3: Events-First Experimentation and Discovery

Commands and Events

Using Software Models

Rapid Learning with EventStorming

When Remote Sessions Are Demanded

Facilitating Sessions

**Big-Picture Modeling** 

Applying the Tools

Summary

References

### Part II: Driving Business Innovation

**Executive Summary** 

Chapter 4: Reaching Domain-Driven Results

**Domains and Subdomains** 

Summary

References

### Chapter 5: Contextual Expertise

Bounded Context and Ubiquitous Language

Core Domain

Supporting Subdomains, Generic Subdomains, and Technical Mechanisms

Supporting Subdomains

Generic Subdomains

**Technical Mechanisms** 

**Business Capabilities and Contexts** 

Not Too Big, Not Too Small

Summary

References

### Chapter 6: Mapping, Failing, and SucceedingChoose Two

**Context Mapping** 



Partnership

Shared Kernel

**CustomerSupplier Development** 

Conformist

Anticorruption Layer

Open-Host Service

Published Language

Separate Ways

**Topography Modeling** 

Ways to Fail and Succeed

Applying the Tools

Summary

References

### Chapter 7: Modeling Domain Concepts

**Entities** 

Value Objects

**Domain Services** 

Aggregates

**Functional Behavior** 

Applying the Tools

Summary

References

### Part III: Events-First Architecture

**Executive Summary** 

Chapter 8: Foundation Architecture

Architectural Styles, Patterns, and Decision Drivers

Ports and Adapters (Hexagonal)

Modularization

REST RequestResponse

**Quality Attributes** 



Security

Privacy

Performance

Scalability

Resilience: Reliability and Fault Tolerance

Complexity

Applying the Tools

Summary

References

### Chapter 9: Message- and Event-Driven Architectures

Message- and Event-Based REST

**Event Logs** 

Subscriber Polling

Server-Sent Events

**Event-Driven and Process Management** 

**Event Sourcing** 

**CQRS** 

Serverless and Function as a Service

Applying the Tools

Summary

References

### Part IV: The Two Paths for Purposeful Architecture

**Executive Summary** 

Chapter 10: Building Monoliths Like You Mean It

Historical Perspective

Right from the Start

**Business Capabilities** 

Architecture Decisions

Right from Wrong

Change within Change



Break the Coupling

Keeping It Right

Summary

References

### Chapter 11: Monolith to Microservices Like a Boss

Mental Preparation with Resolve

Modular Monolith to Microservices

Big Ball of Mud Monolith to Microservices

User Interactions

Harmonizing Data Changes

Deciding What to Strangle

Unplugging the Legacy Monolith

Summary

References

### Chapter 12: Require Balance, Demand Strategy

Balance and Quality Attributes

Strategy and Purpose

Business Goals Inform Digital Transformation

Use Strategic Learning Tools

**Event-Driven Lightweight Modeling** 

**Driving Business Innovation** 

Events-First Architecture

Monoliths as a First-Order Concern

Purposeful Microservices from a Monolith

Balance Is Unbiased, Innovation Is Essential

Conclusion

References

Index

