

Adaptive, Socio-Technical Systems w/ Architecture for Flow

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@suksr

Challenges of Building Systems

Building the **right** thing

How aligned is
our solution to
business / user
needs?

Have we
understood
the
problem?

Do we share
the same
common
understanding?

Effectiveness

Building the **thing** **right**

How efficient
are our
engineering
practices?

How fast
can we deliver
changes?

How easy and
fast can
we change
and adapt?

Efficiency

Challenges of Building Systems

"Doing the wrong thing right"

Dr. Russell Ackoff



Building the wrong thing right

Challenges of Building Systems

"Doing the wrong thing right is not nearly as good
as doing the right thing wrong"

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Building the wrong thing right



Building the right thing wrong

Challenges of Building Systems

"Doing the wrong thing right is not nearly as good
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"Crap delivered quickly (and sustainably) is still crap,

John Cutler



Challenges of Building Systems

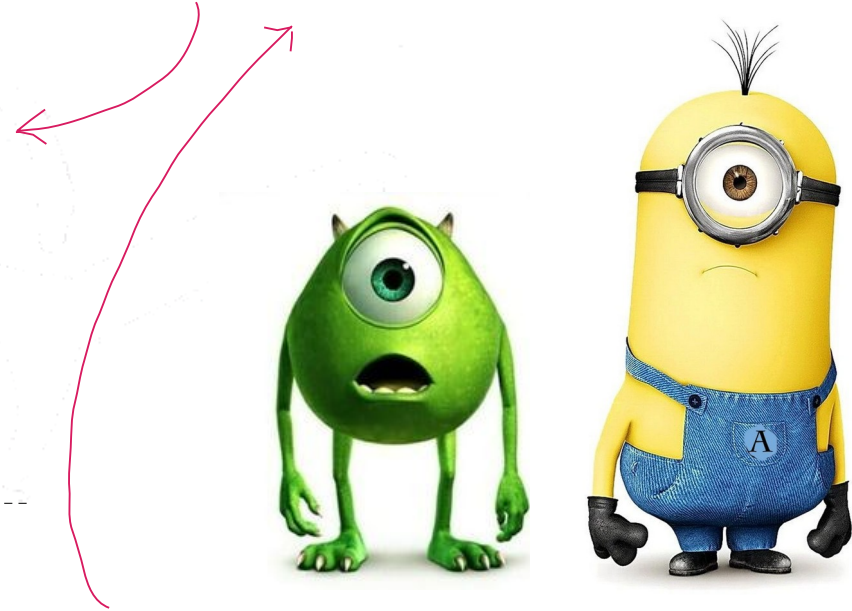
"Doing the wrong thing right is not nearly as good as doing the right thing wrong"

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"Crap delivered quickly (and sustainably) is still crap, (unless we learn something,"

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New Profitable Niche Market Discovered?

Challenges of Building Systems

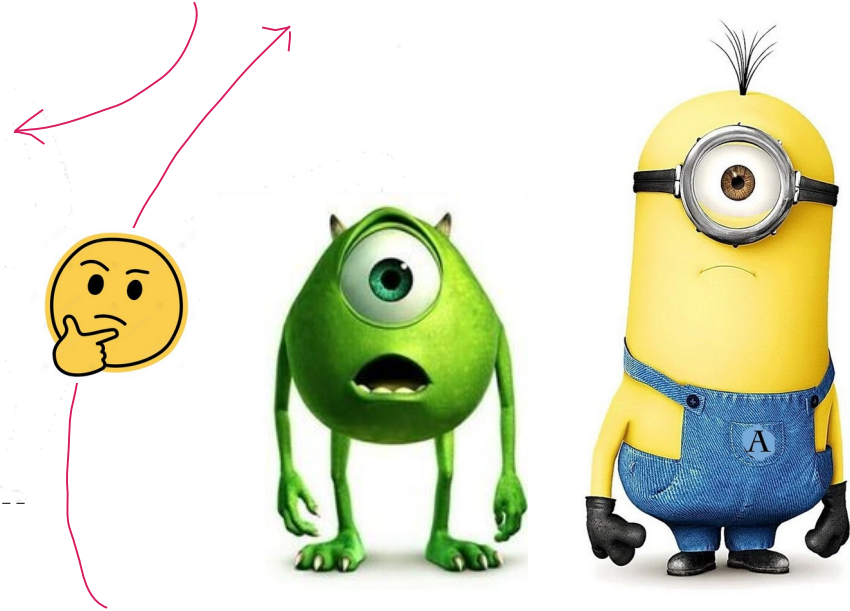
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"Crap delivered quickly (and sustainably) is still crap, (unless we learn something, and act on that learning...)"

John Cutler

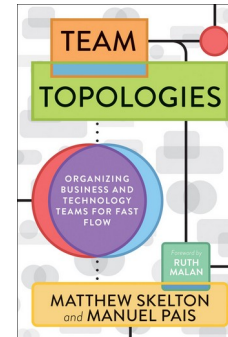
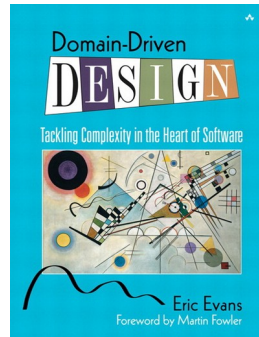
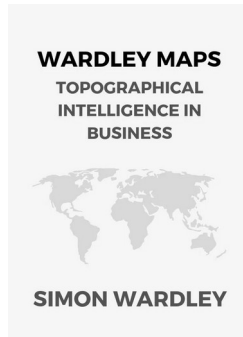


New Profitable Niche Market Discovered?

Building the right thing right



Building adaptive,
socio-technical systems
optimized for a fast
flow of value & feedback



Architecture for Flow

Architecture for Flow Canvas



1 Current Teams & Ways of Working

What are the current teams (structure)?
 What parts/modules of the system do they own?
 What are their team sizes?
 What are the current team dependencies?
 What are the current team interaction modes (PR, inner source, weekly/monthly cross-team meetings, etc)?
 What are their current practices? (e.g. kanban, scrum, planning techniques, etc.)

2 Current Flow

What works well in the flow?
 What blocks the current flow?

Think about what prevents/improves the flow (the perspective of... for example!)

3 Current Business Landscape

Visualising the business landscape with Wardley Maps

Creating a Wardley Map

You get them relatively and not positions like...

4 Categorizing the Problem Space

Discover Subdomains Types

Discovering Subdomain Types



5 Modularity in the Solution Space

Decomposing solution space into bounded contexts (design decisions)

E.g. with EventDriven

6 Future Business Landscape & Bounded Contexts

Visualising the future business landscape with Wardley Maps

Merging Bounded Contexts

Subordinated your Strategic Investment?

7 Future Team Ownership Boundaries

Identifying future team ownership boundaries

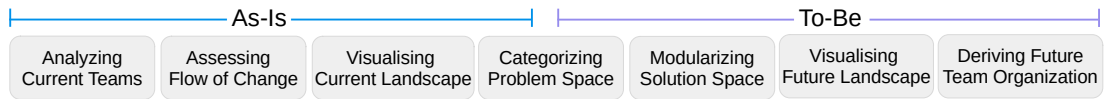
Bounded Contexts or capabilities for stream-aligned teams

What is necessary in order to make the stream-aligned teams flourish on their last line of change?

8 Future Team Constellation & Interaction Modes

Team Type

Interaction Modes



Current Teams & Ways of Working

START
AS-IS

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2 Current Flow
 What works well in the flow?
 What blocks the current flow?

Flow of Changes / Value

3 Current Business Landscape
 Visualising the business landscape with Wardley Maps

Creating a Wardley Map

Use this template to create a Wardley Map

4 Categorizing the Problem Space
 Discover Subdomains Types

Discovering Subdomains Type

TO-BE

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Subordinated your Strategic Dashboard

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Bounded Contexts as enablers for stream-aligned teams

What is necessary to make the stream-aligned teams flowing in their full flow of change?

8 Future Team Constellation & Interaction Modes

Team Type

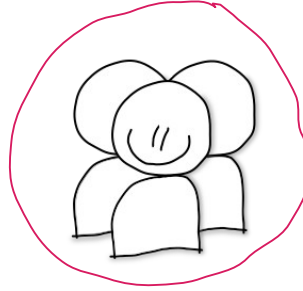
Interaction Modes

Current Teams & Ways of Working

How are
teams
currently
organized
(structure)?



Frontend Team



Backend Team



Infrastructure/Ops Team

Analyzing
Current Teams

Assessing
Flow of Change

Visualising
Current Landscape

Categorizing
Problem Space

Modularizing
Solution Space

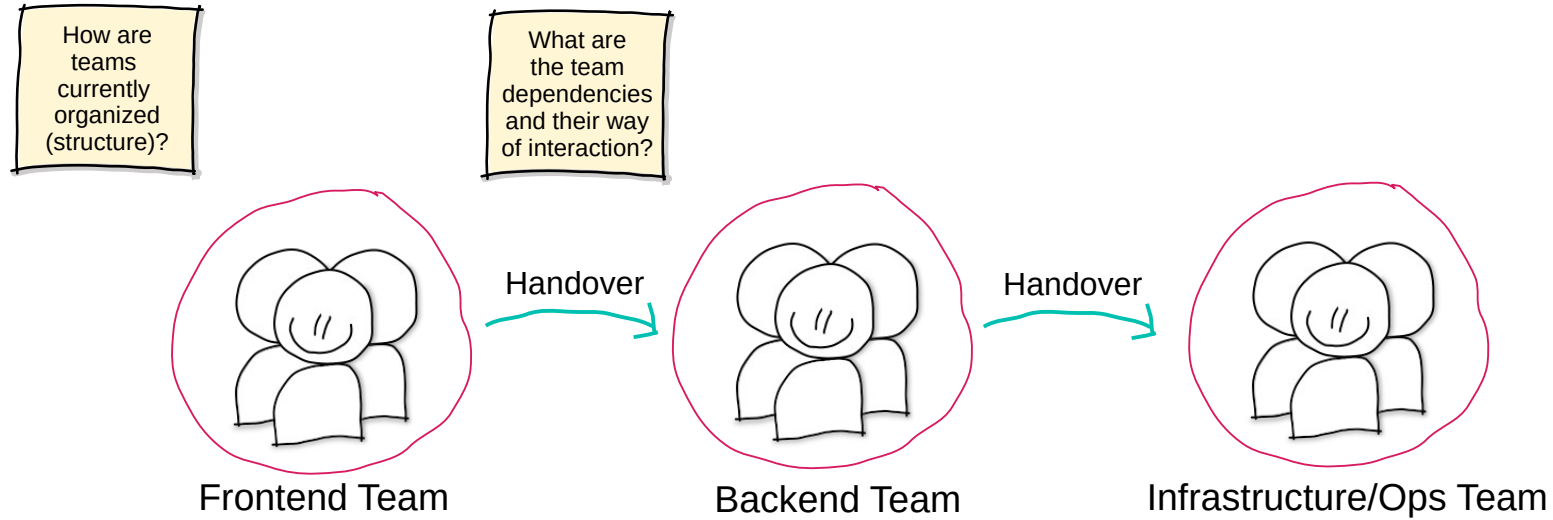
Visualising
Future Landscape

Deriving Future
Team Organization

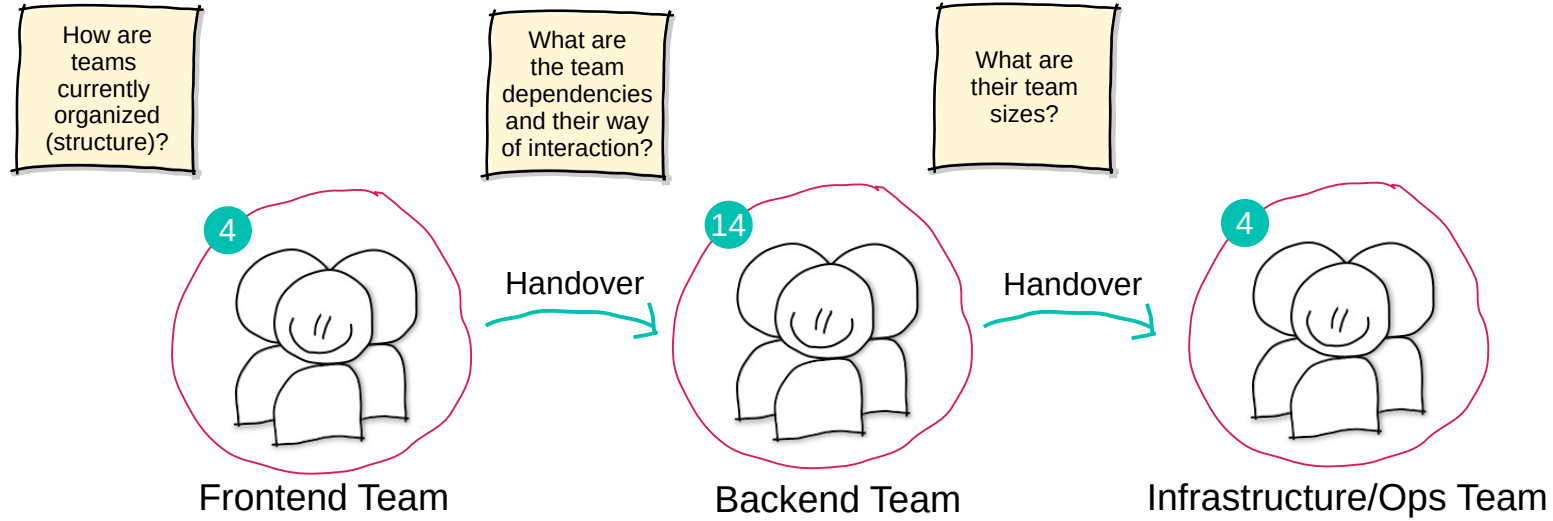
As-Is

To-Be

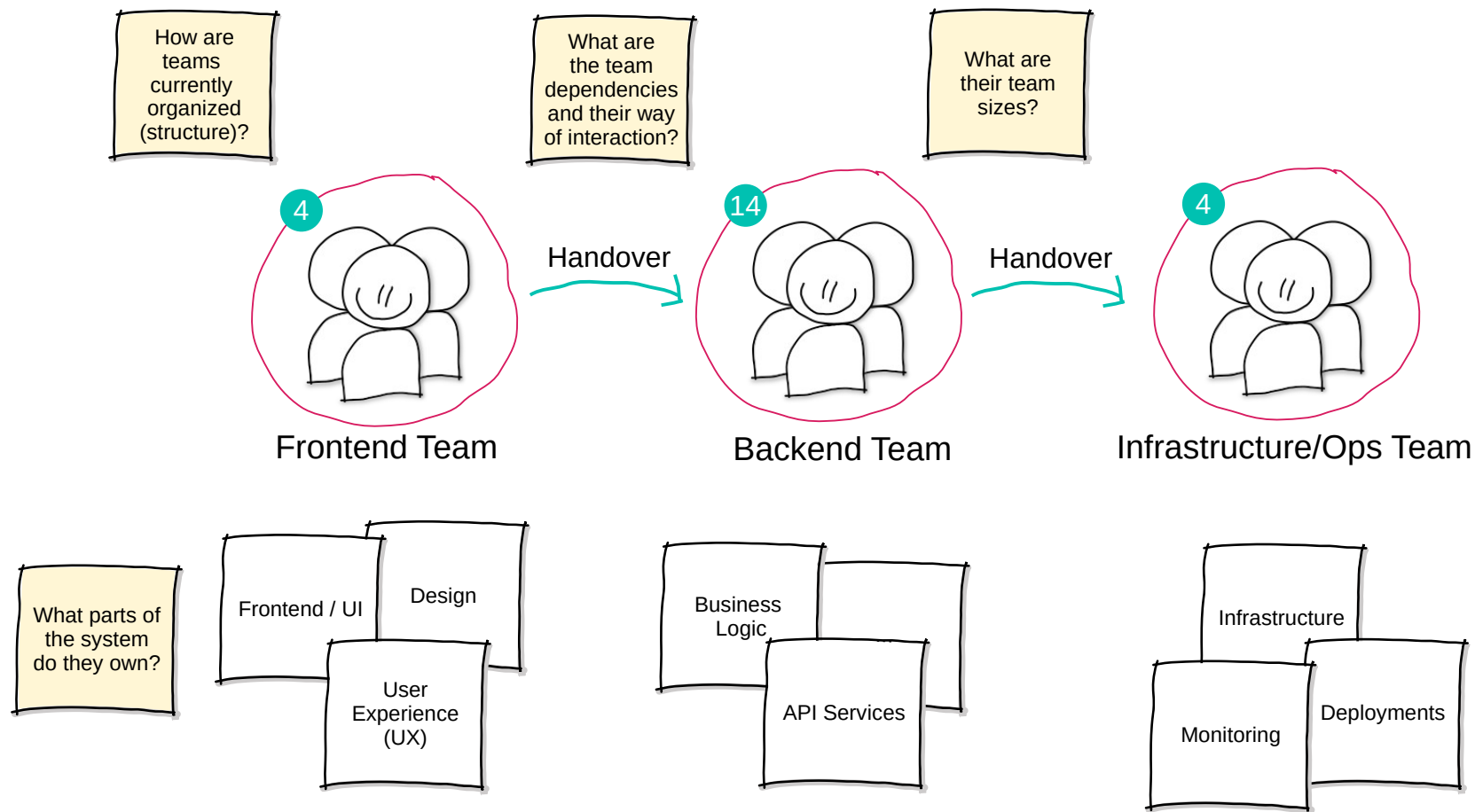
Current Teams & Ways of Working



Current Teams & Ways of Working



Current Teams & Ways of Working



Assessing Current Flow of Change

START
AS-IS

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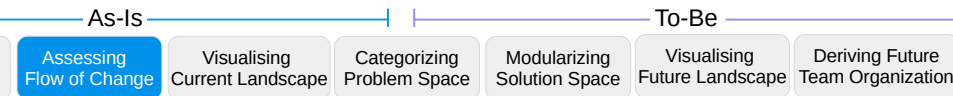
Think about what prevents/improves the flow (the perspective of... for example!)

3 **Current Business Landscape**
Visualising the business landscape with Wordley Maps

Creating a Wordley Map

4 **Categorizing the Problem Space**
Discover Subdomains Types

Discovering Subdomains Type



TO-BE

5 **Modularity in the Solution Space**
Decomposing solution space into bounded contexts (design decisions)

E.g. with EventStorming

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Merging Bounded Contexts

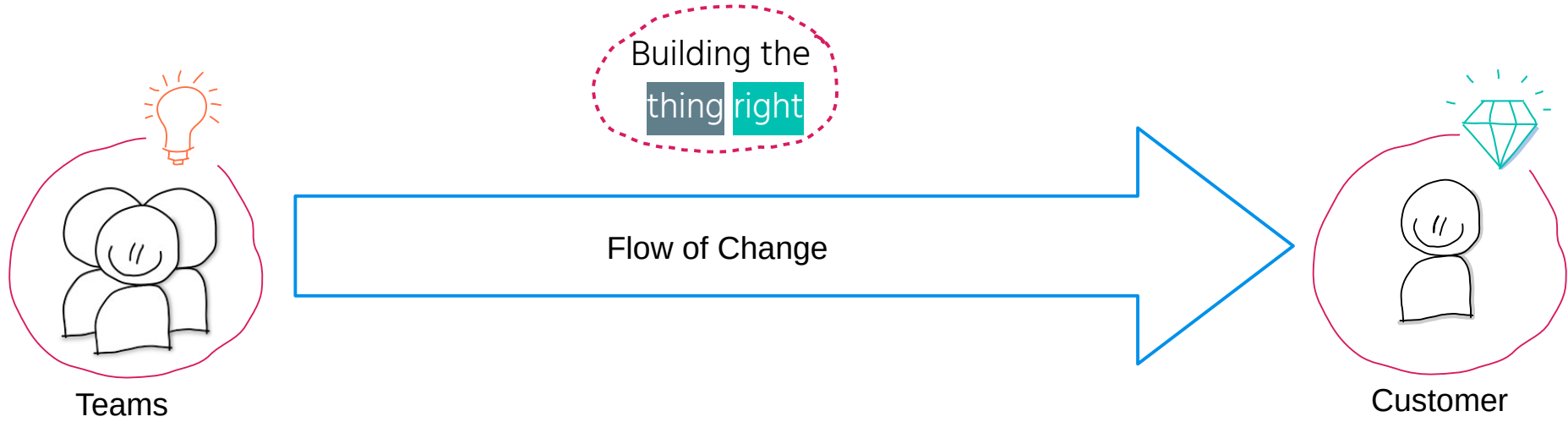
7 **Future Team Ownership Boundaries**
Identifying future team ownership boundaries

Bounded Contexts as a foundation for stream-aligned teams

8 **Future Team Constellation & Interaction Modes**

Team Types

Assessing Current Flow of Change



Analyzing
Current Teams

Assessing
Flow of Change

Visualising
Current Landscape

Categorizing
Problem Space

Modularizing
Solution Space

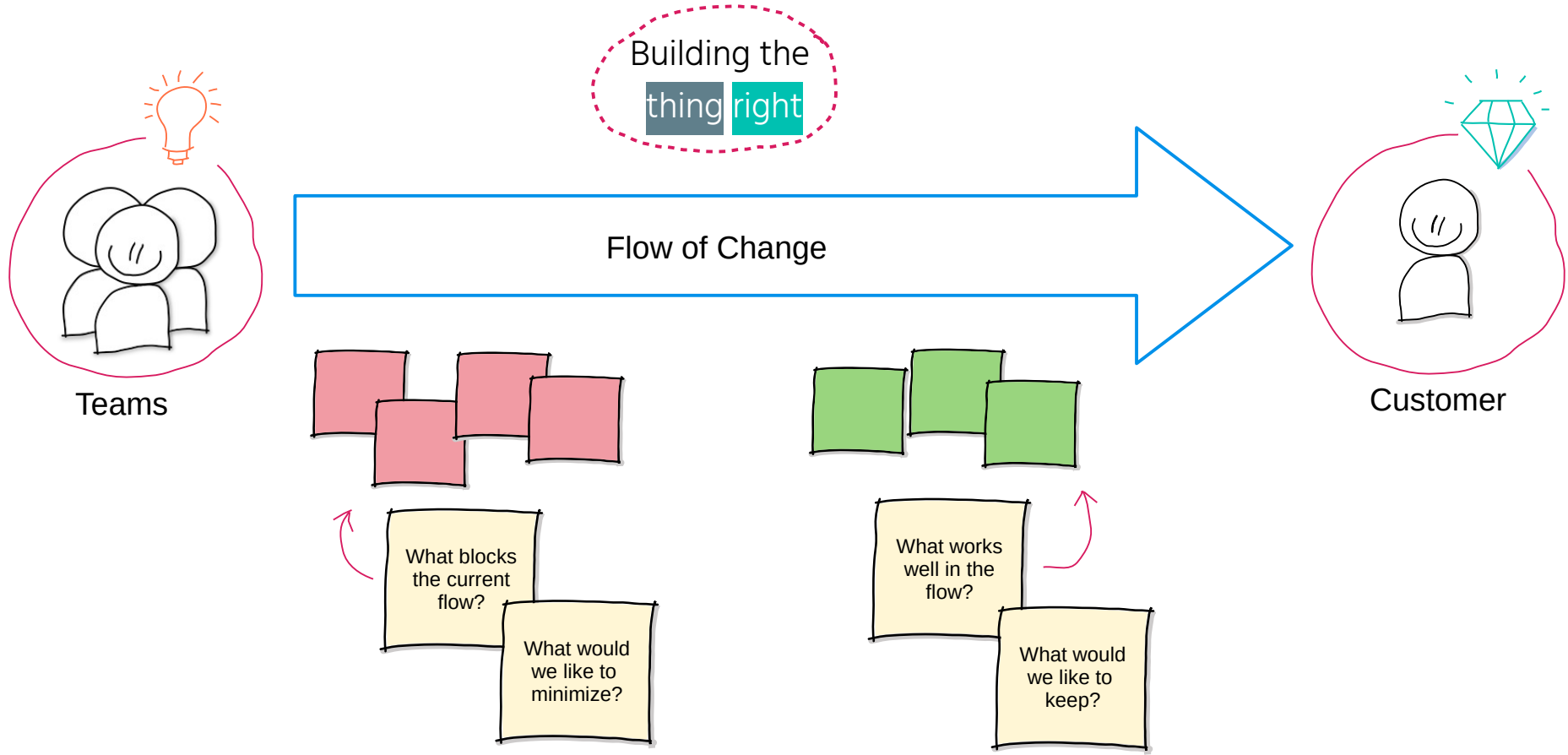
Visualising
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Deriving Future
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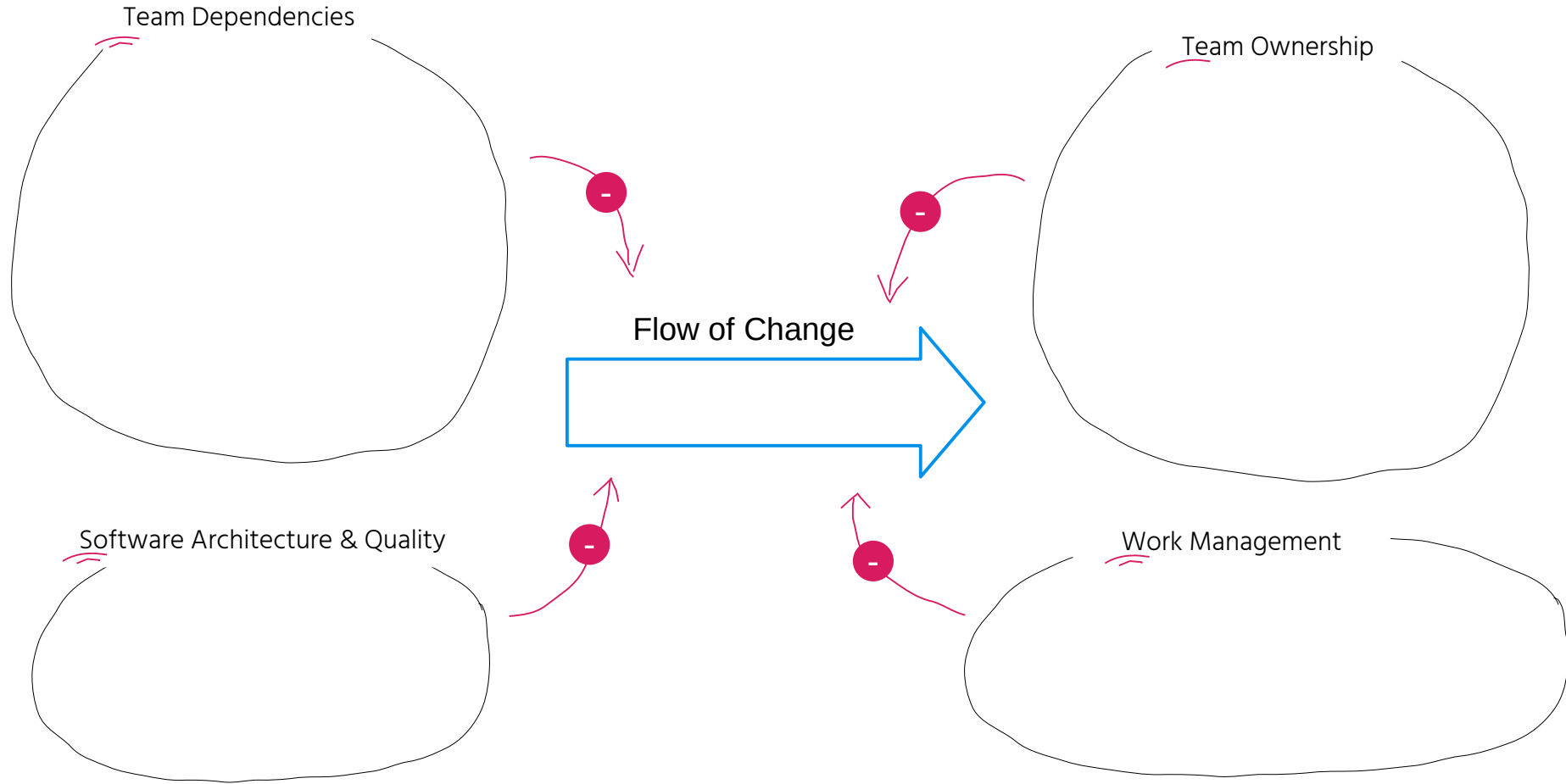
As-Is

To-Be

Assessing Current Flow of Change



What is Preventing Flow? (Examples)



Analyzing
Current Teams

Assessing
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Visualising
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Categorizing
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Modularizing
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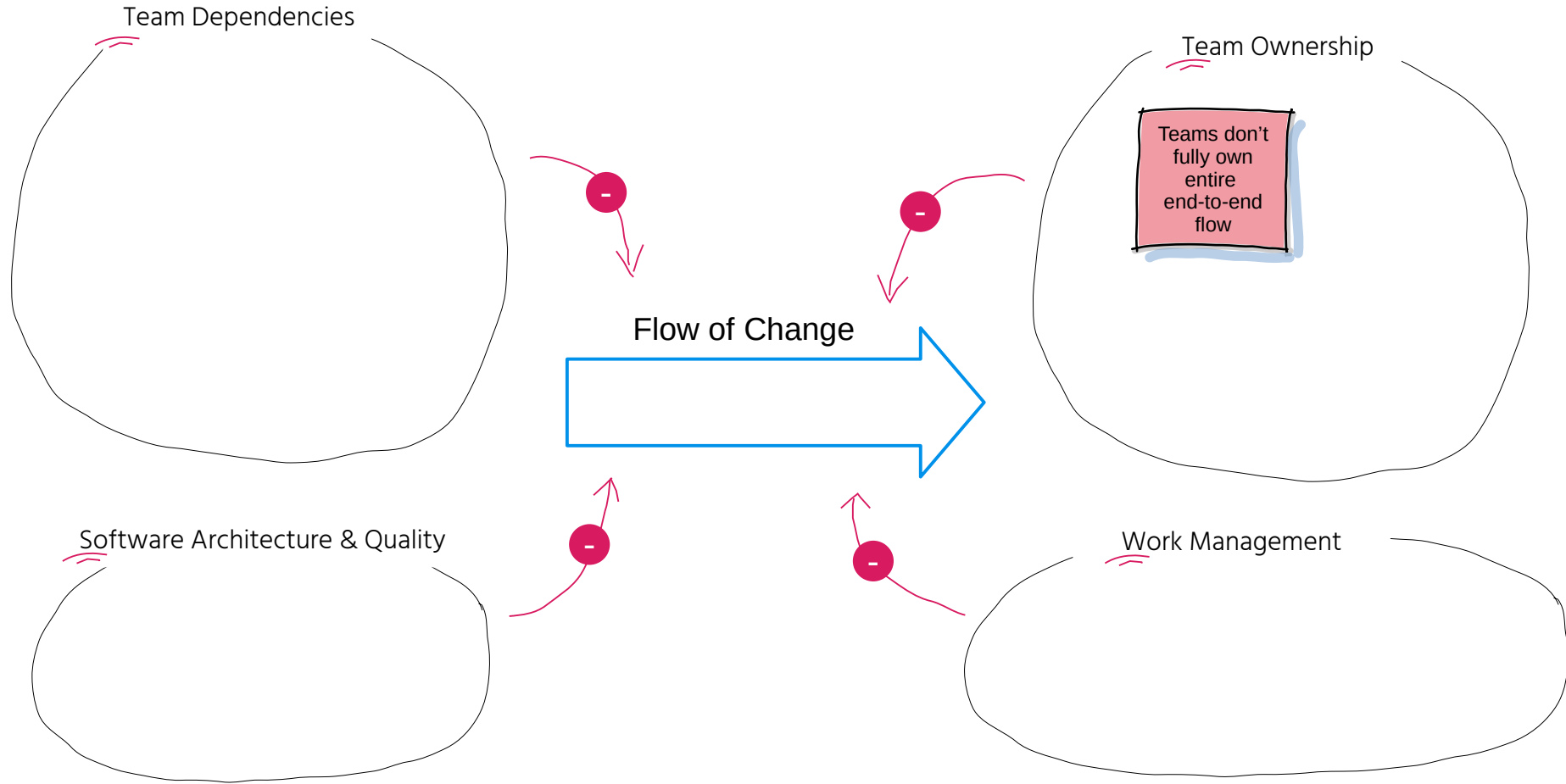
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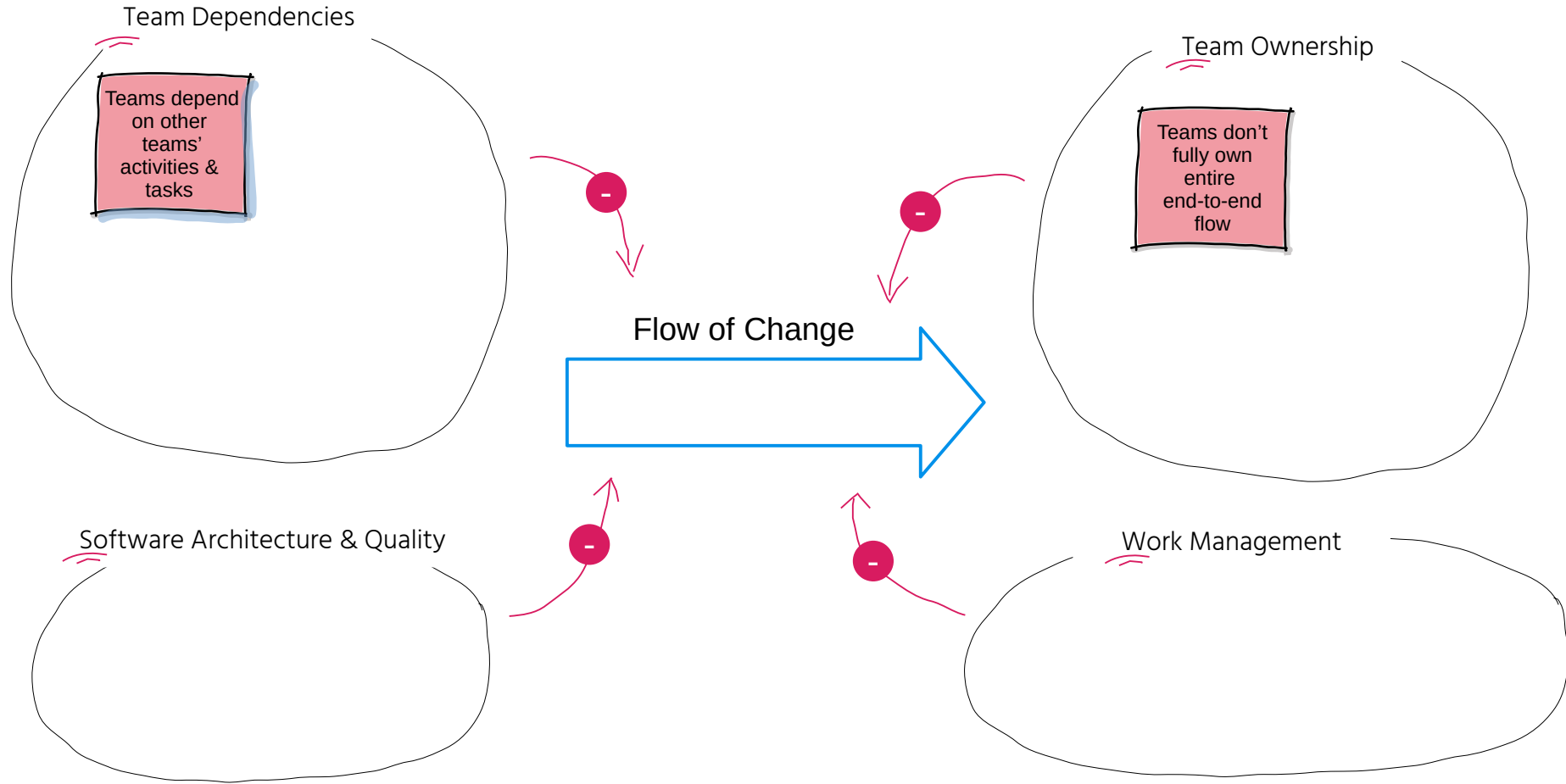
As-Is

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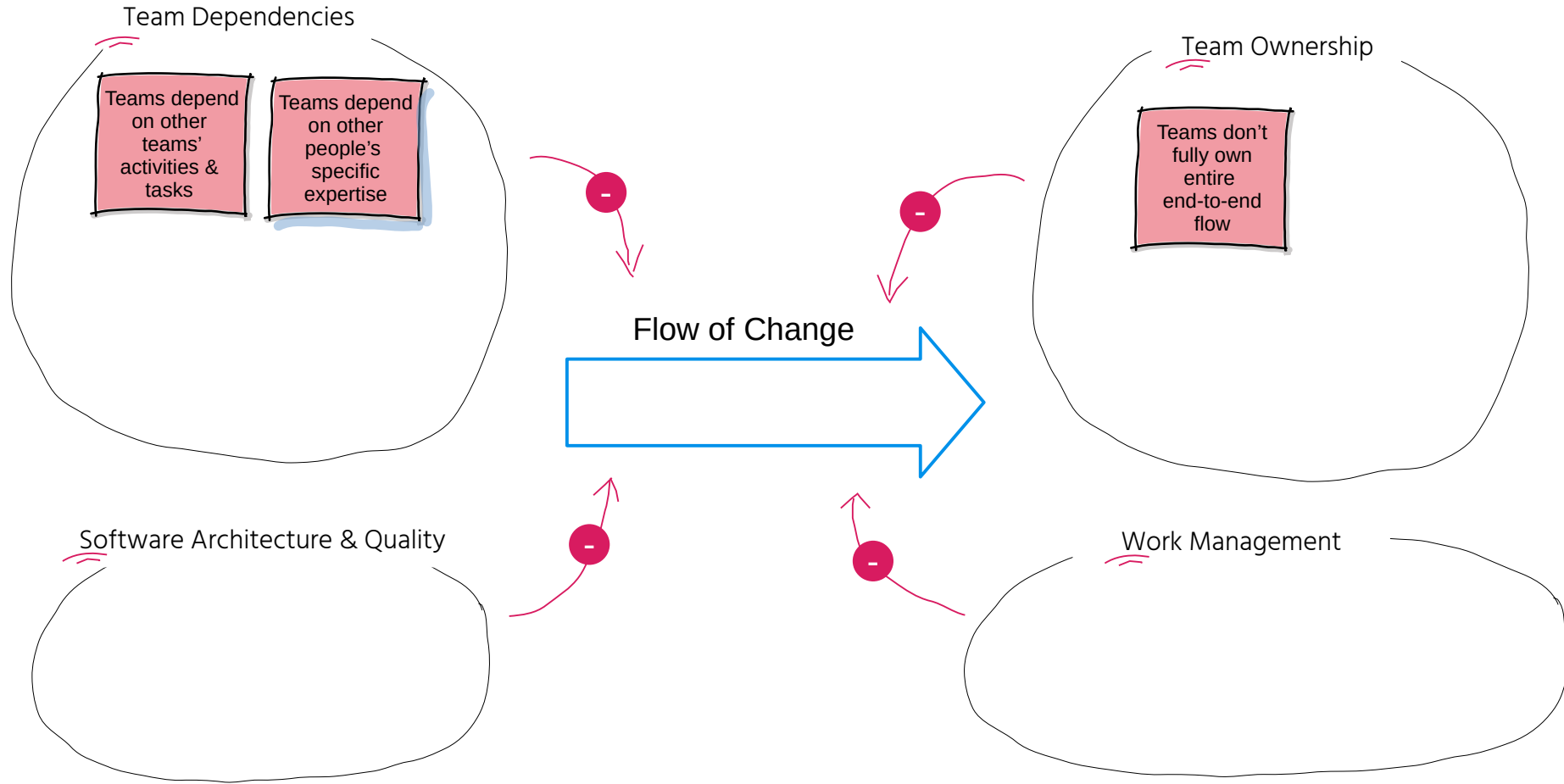
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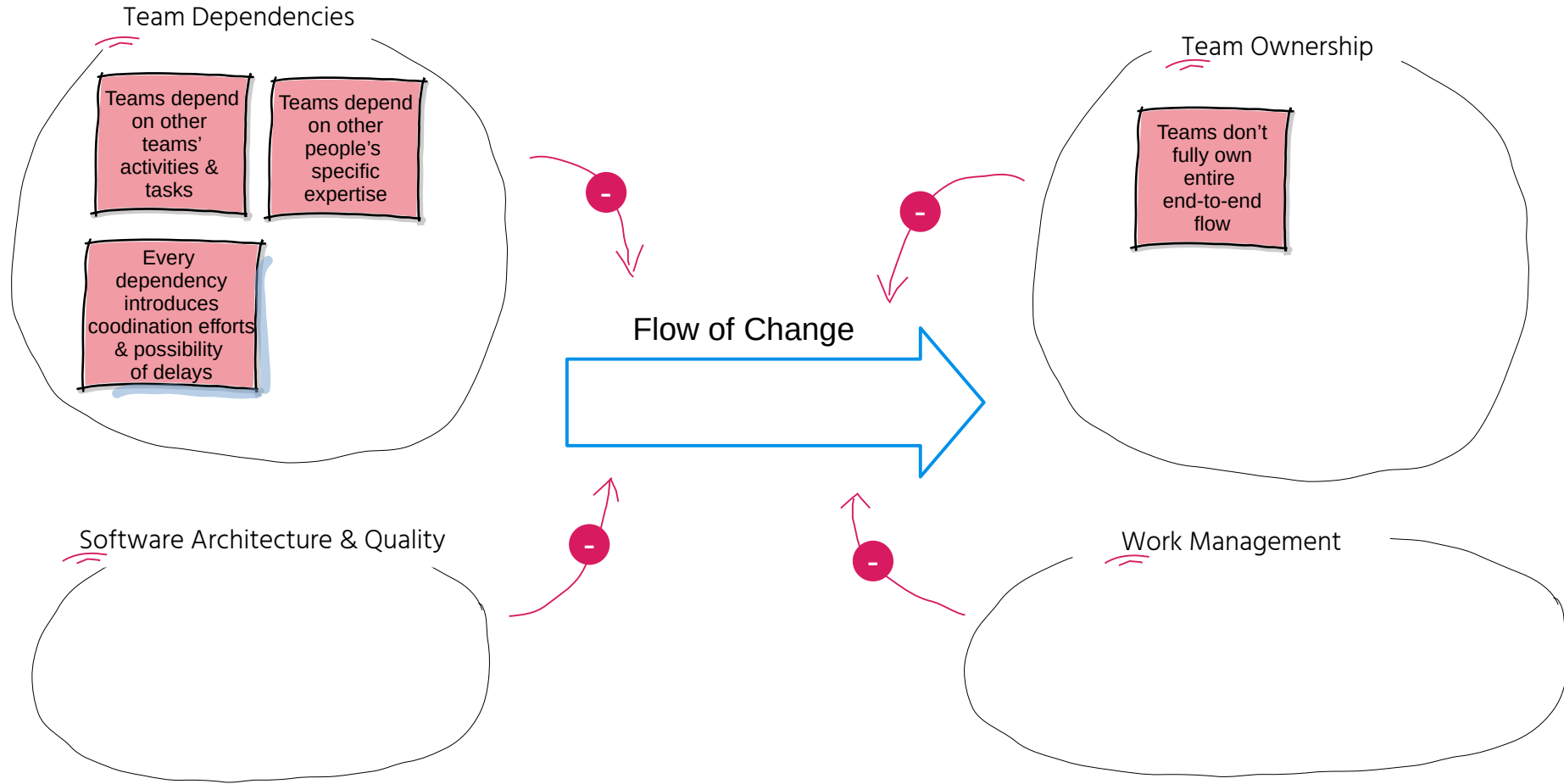
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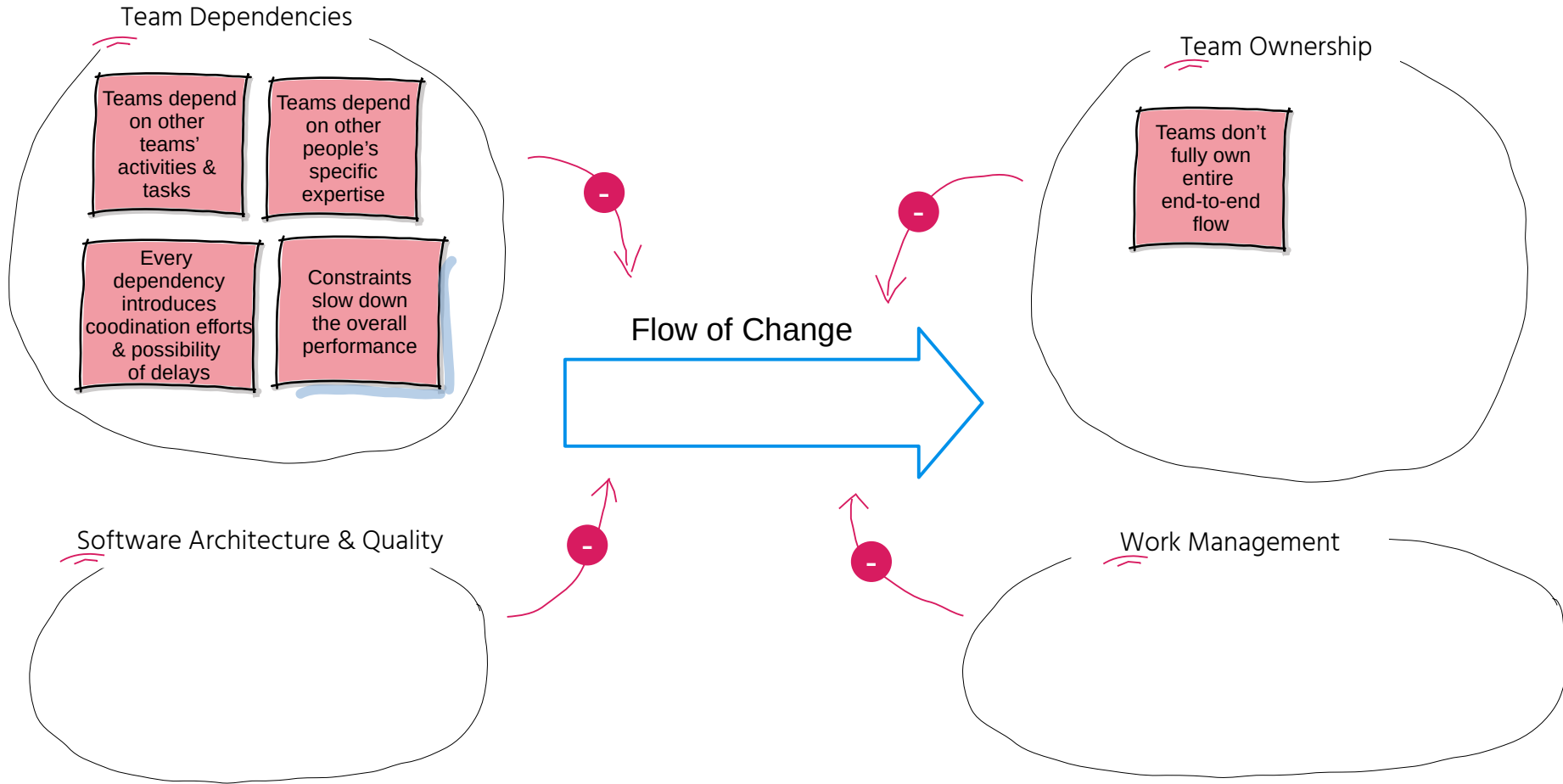
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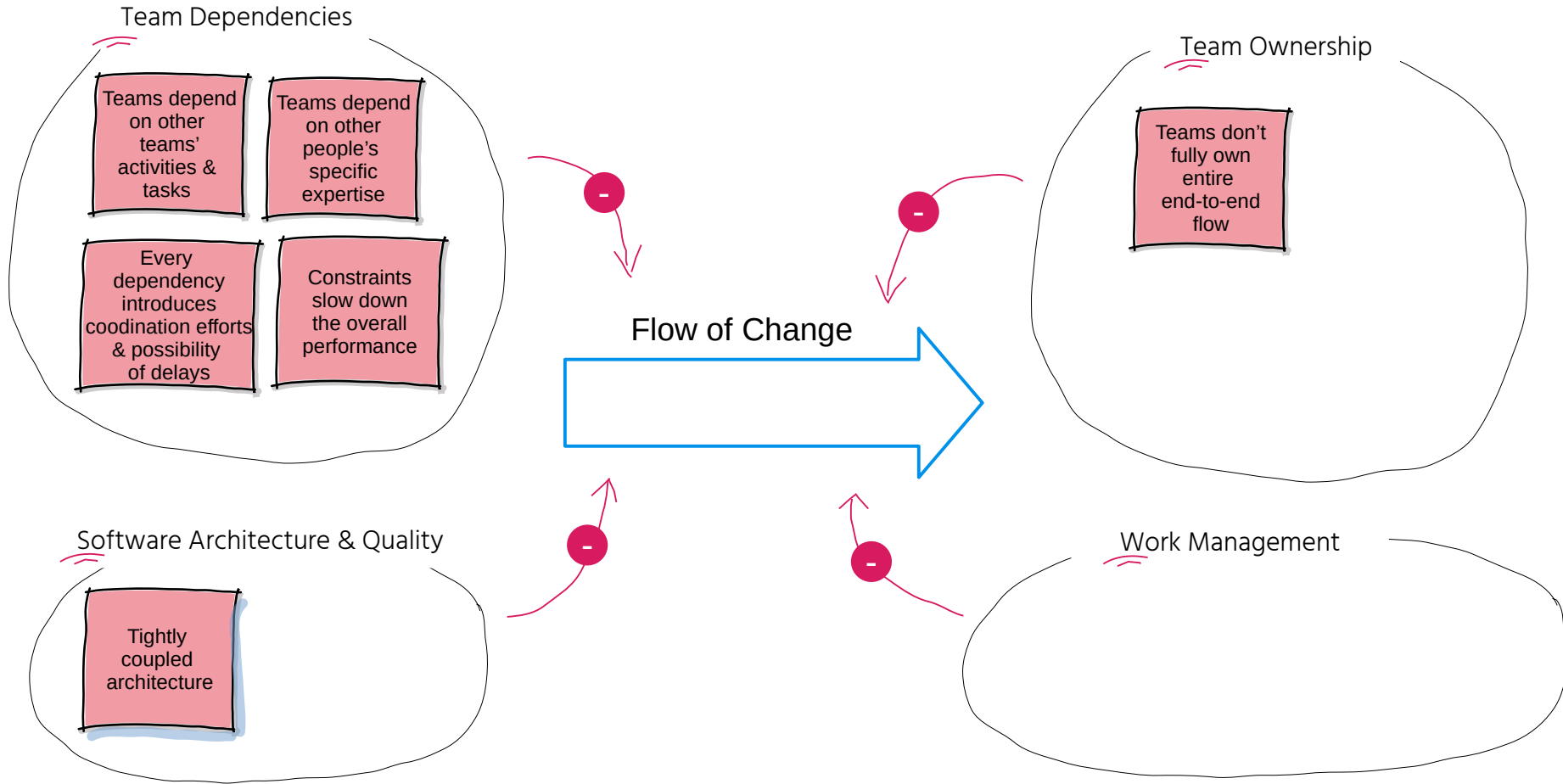
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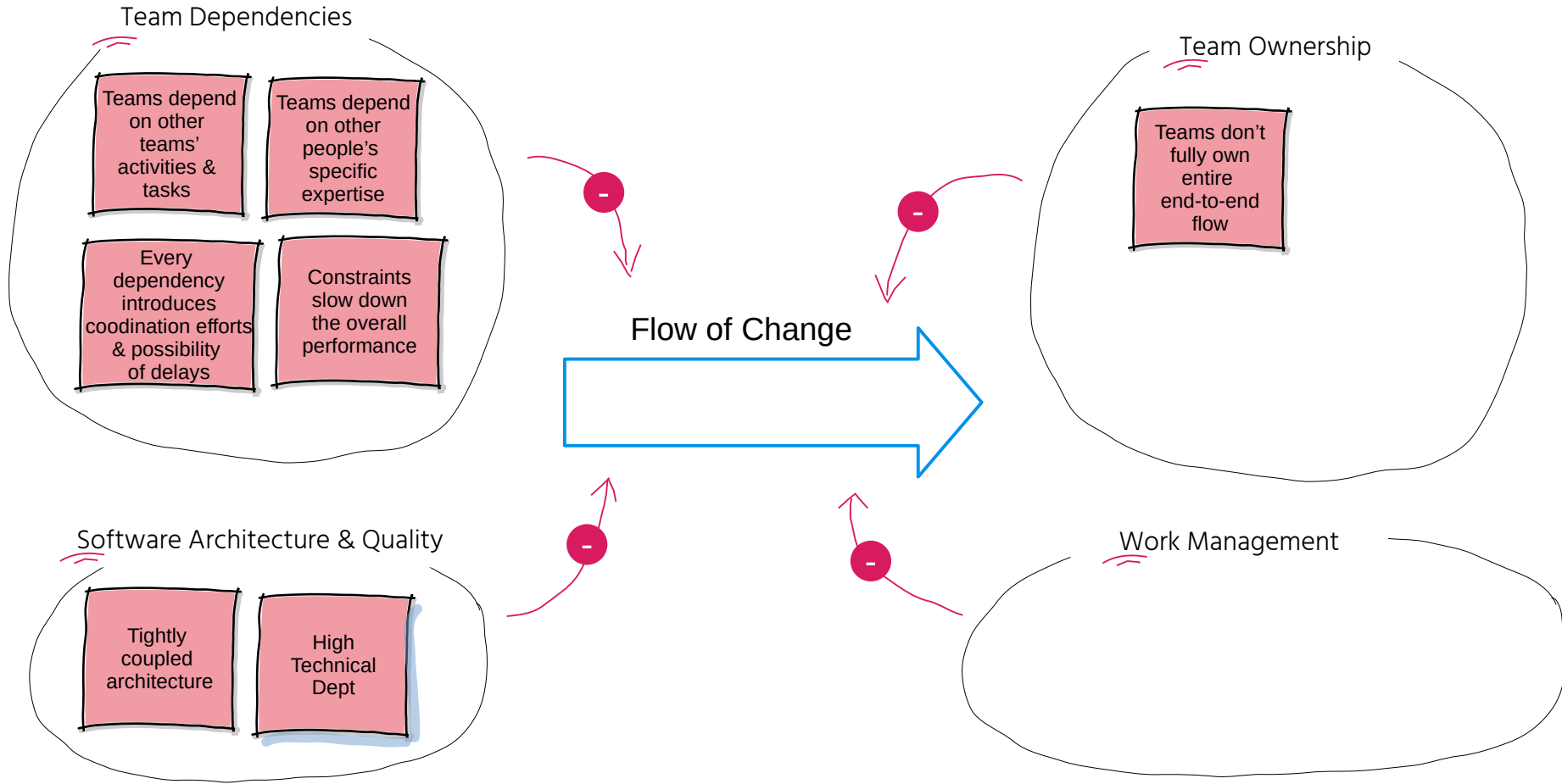
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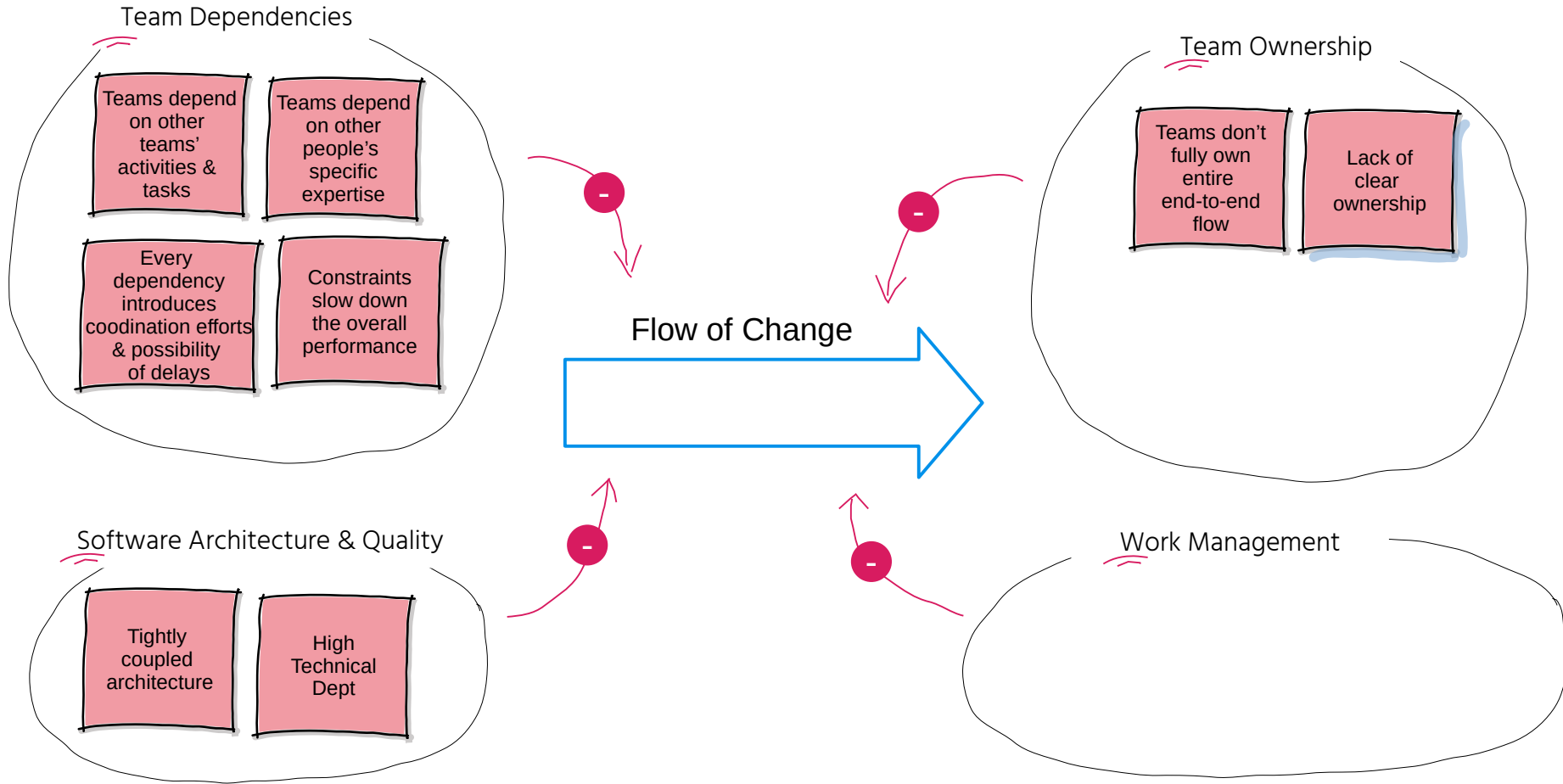
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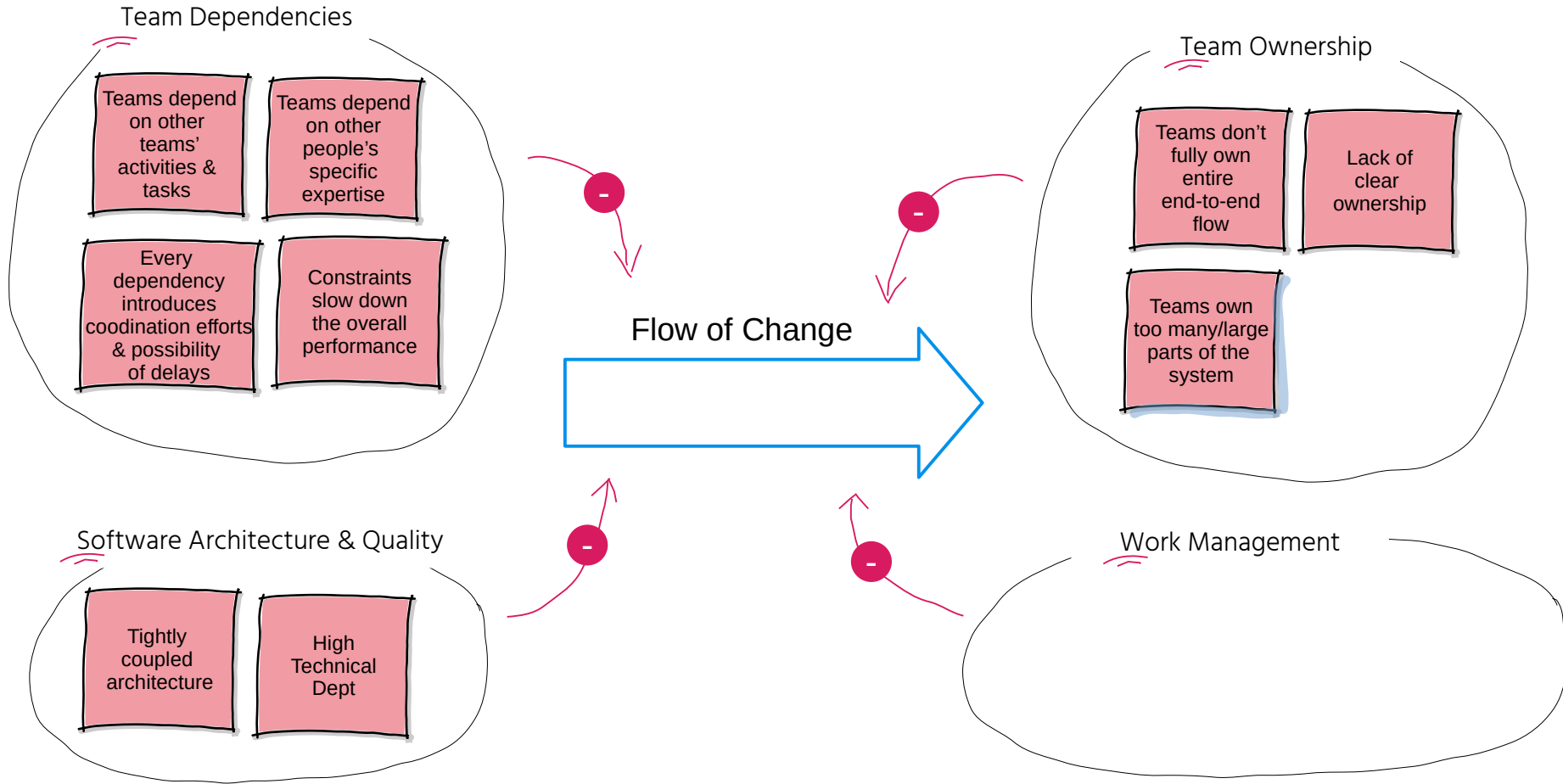
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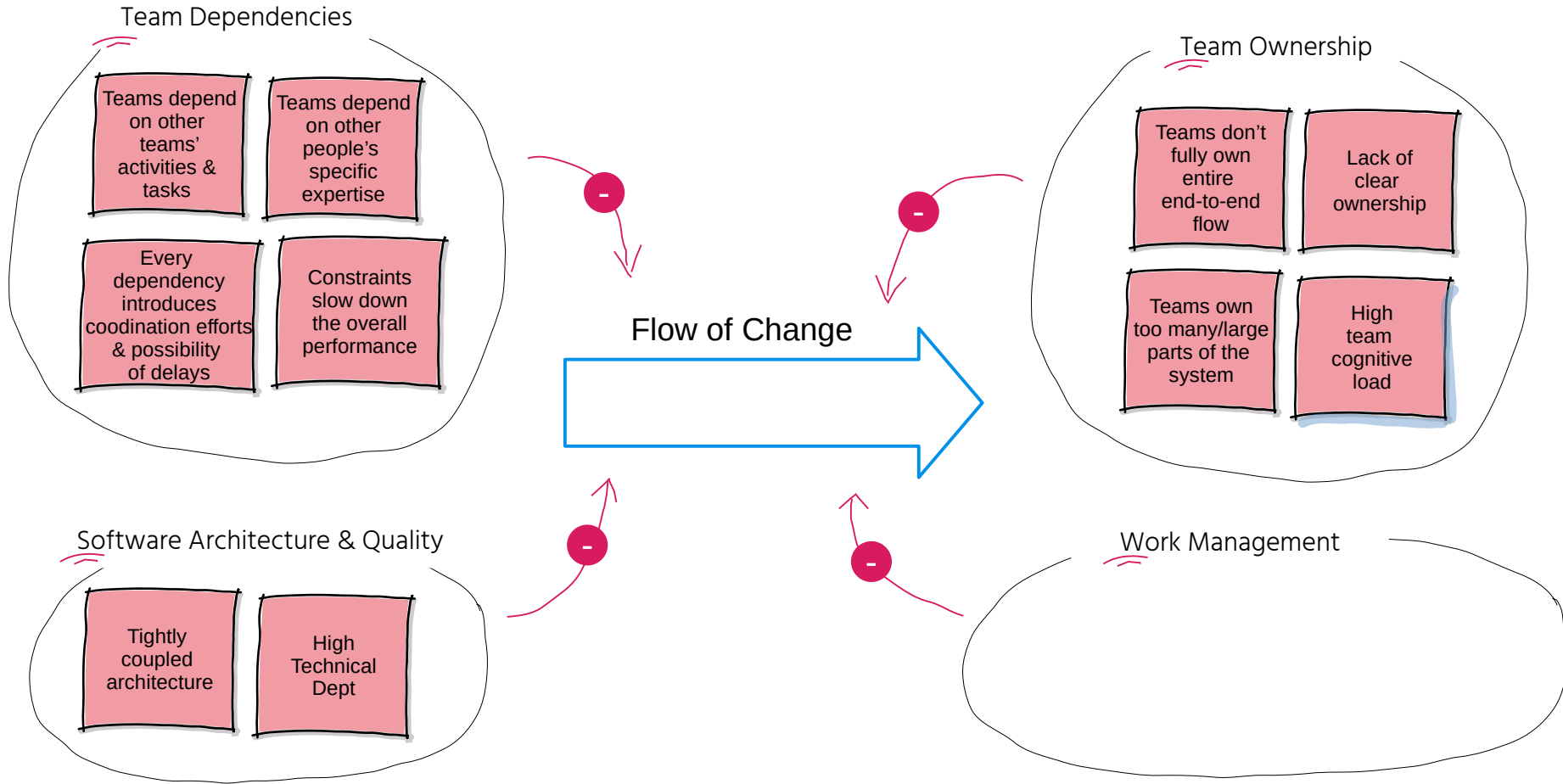
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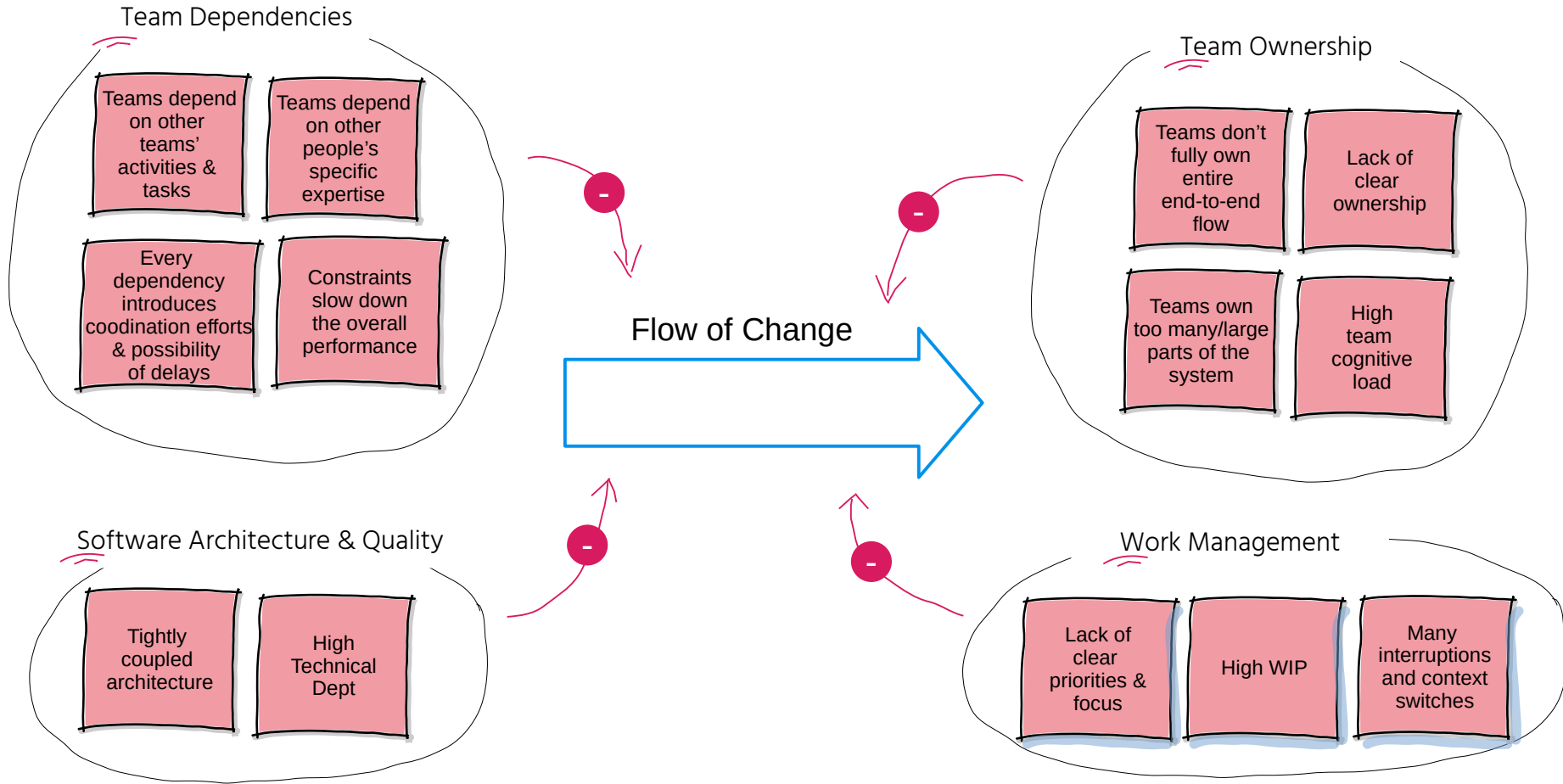
What is Preventing Flow? (Examples)



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What is Preventing Flow? (Examples)



Visualizing the Current Landscape

START
AS-IS

1 Current Teams & Ways of Working
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2 Current Flow
What works well in the flow?
What blocks the current flow?

Flow of Changes / Value

3 Current Business Landscape
Visualizing the business landscape with Wardley Maps

Creating a Wardley Map

You get them validated and add positions like...

4 Categorizing the Problem Space
Discover Subdomains Types

Discovering Subdomains Type

TO-BE

5 Modularity in the Solution Space
Decomposing solution space into bounded contexts (design decisions)

E.g. with EventStorming

6 Future Business Landscape & Bounded Contexts
Visualizing the future business landscape with Wardley Maps

Mapping Bounded Contexts

Subordinated your Strategic Dashboard

7 Future Team Ownership Boundaries
Identifying future team ownership boundaries

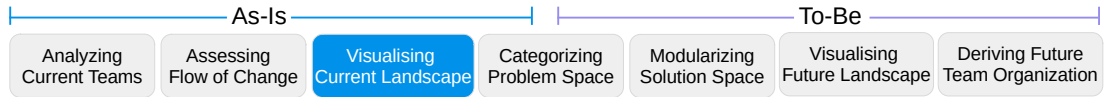
Bounded Contexts as boundaries for stream-aligned teams

What is necessary in order to make the stream-aligned teams flowing in their full flow of change?

8 Future Team Constellation & Interaction Modes

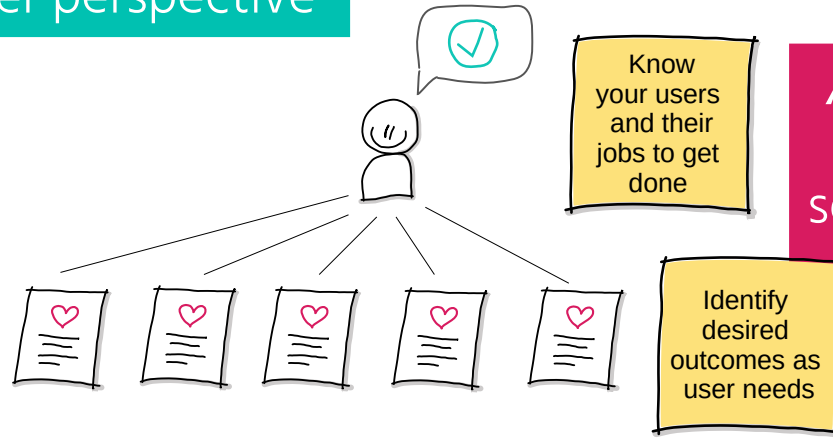
Team Type

Interaction Modes



Starting from the user perspective

Problem Space



"People buy products and services to get a job done."

Clayton Christensen

Building the
right thing

Analyzing
Current Teams

Assessing
Flow of Change

Visualising
Current Landscape

Categorizing
Problem Space

Modularizing
Solution Space

Visualising
Future Landscape

Deriving Future
Team Organization

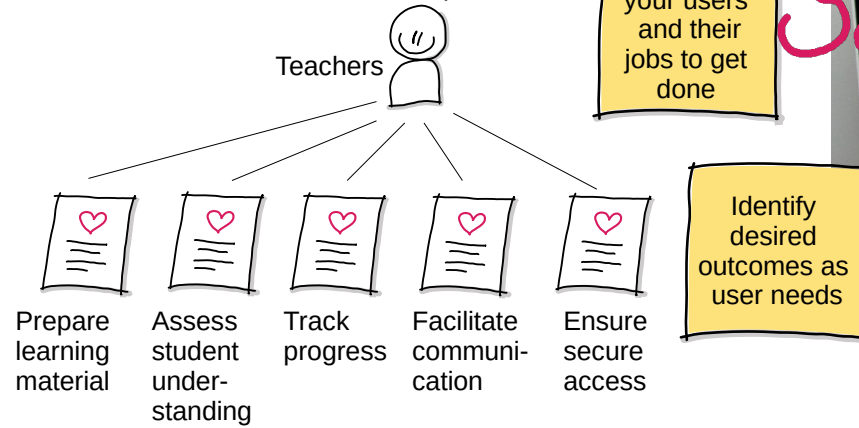
As-Is

To-Be

Starting from the user perspective

Building the
right thing

Problem Space



Online School



Analyzing
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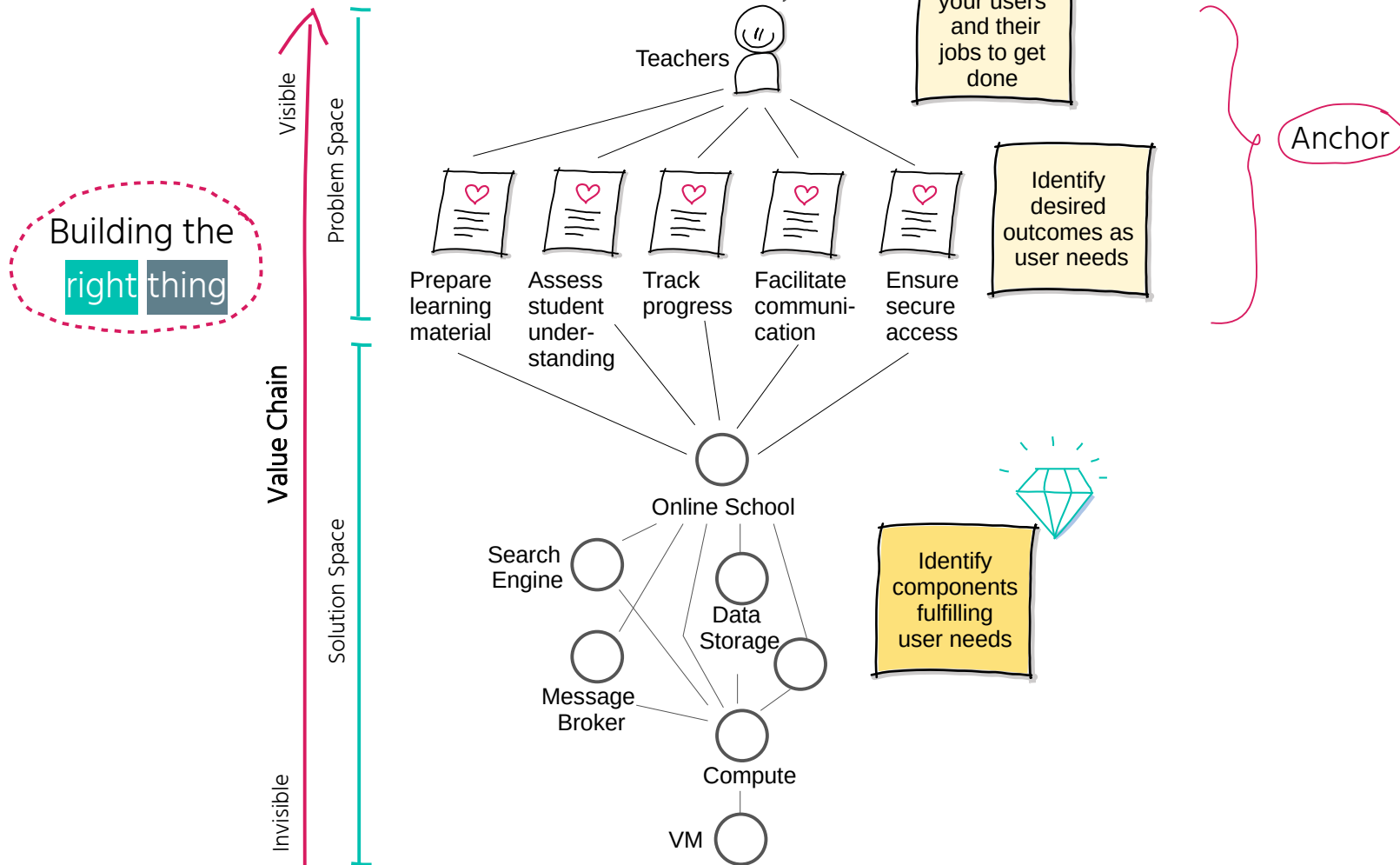
Visualising
Future Landscape

Deriving Future
Team Organization

As-Is

To-Be

Understanding the value chain



Analyzing
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Assessing
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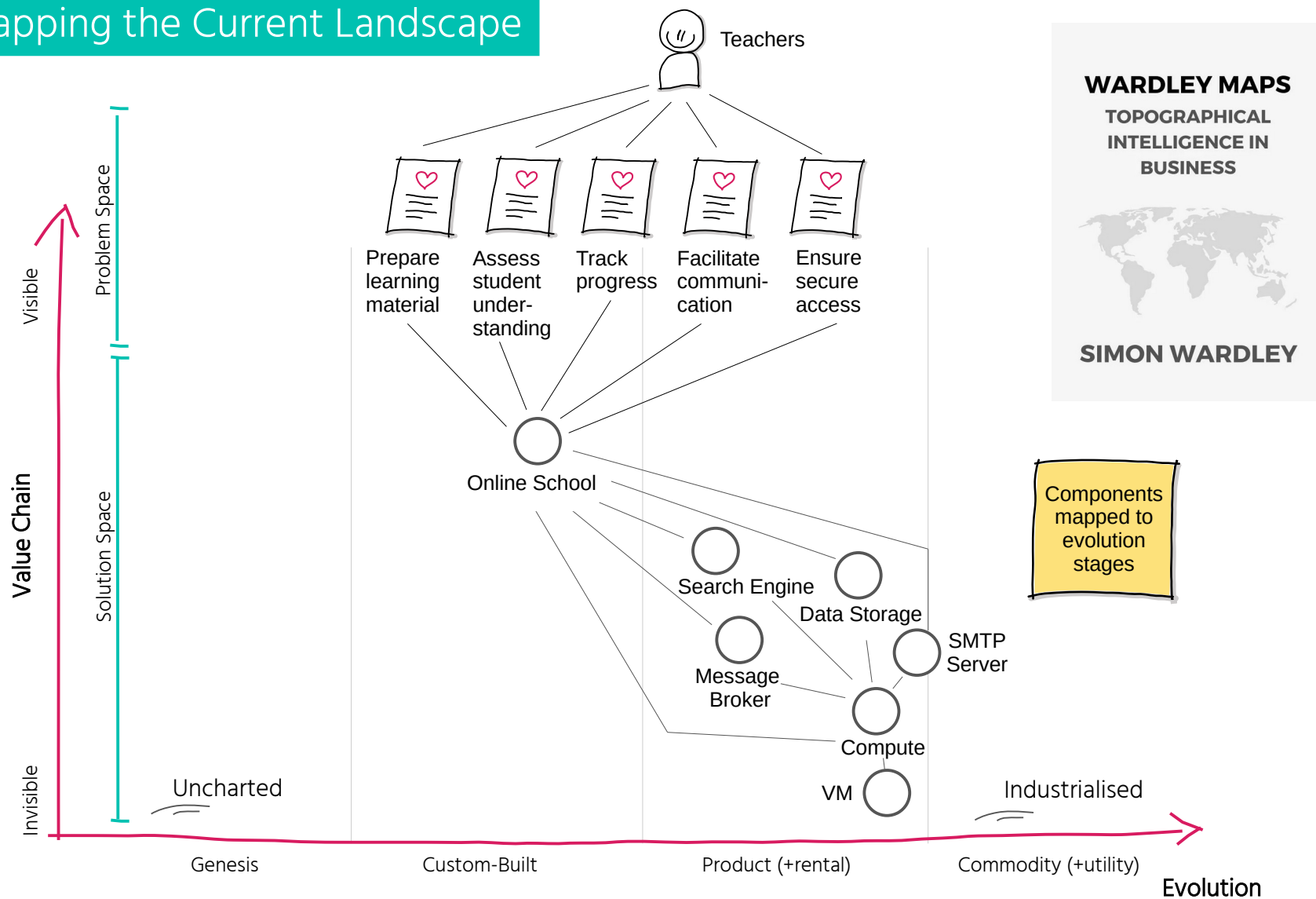
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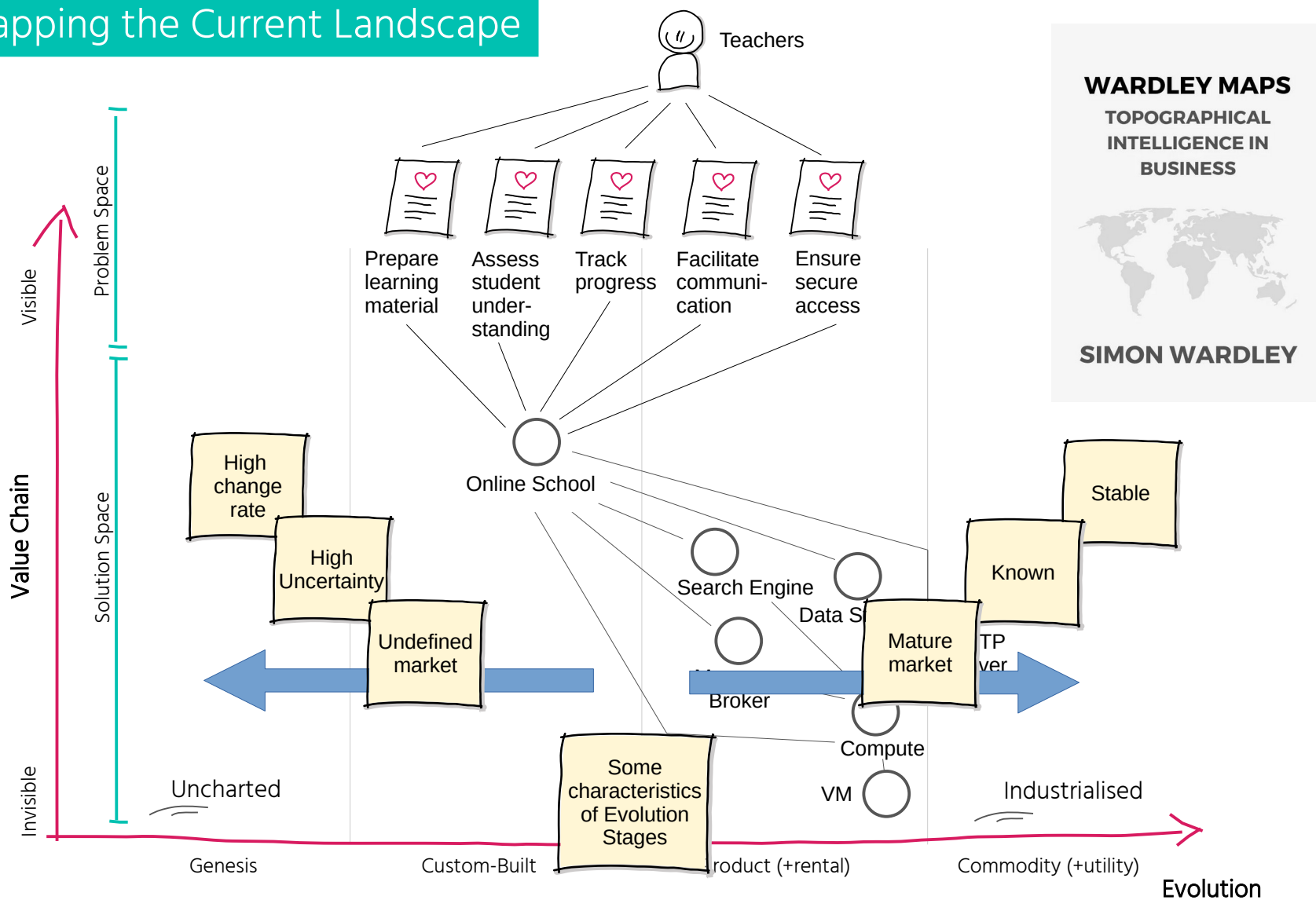
As-Is

To-Be

Mapping the Current Landscape



Mapping the Current Landscape



Analyzing
Current Teams

Assessing
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Visualising
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Categorizing
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Modularizing
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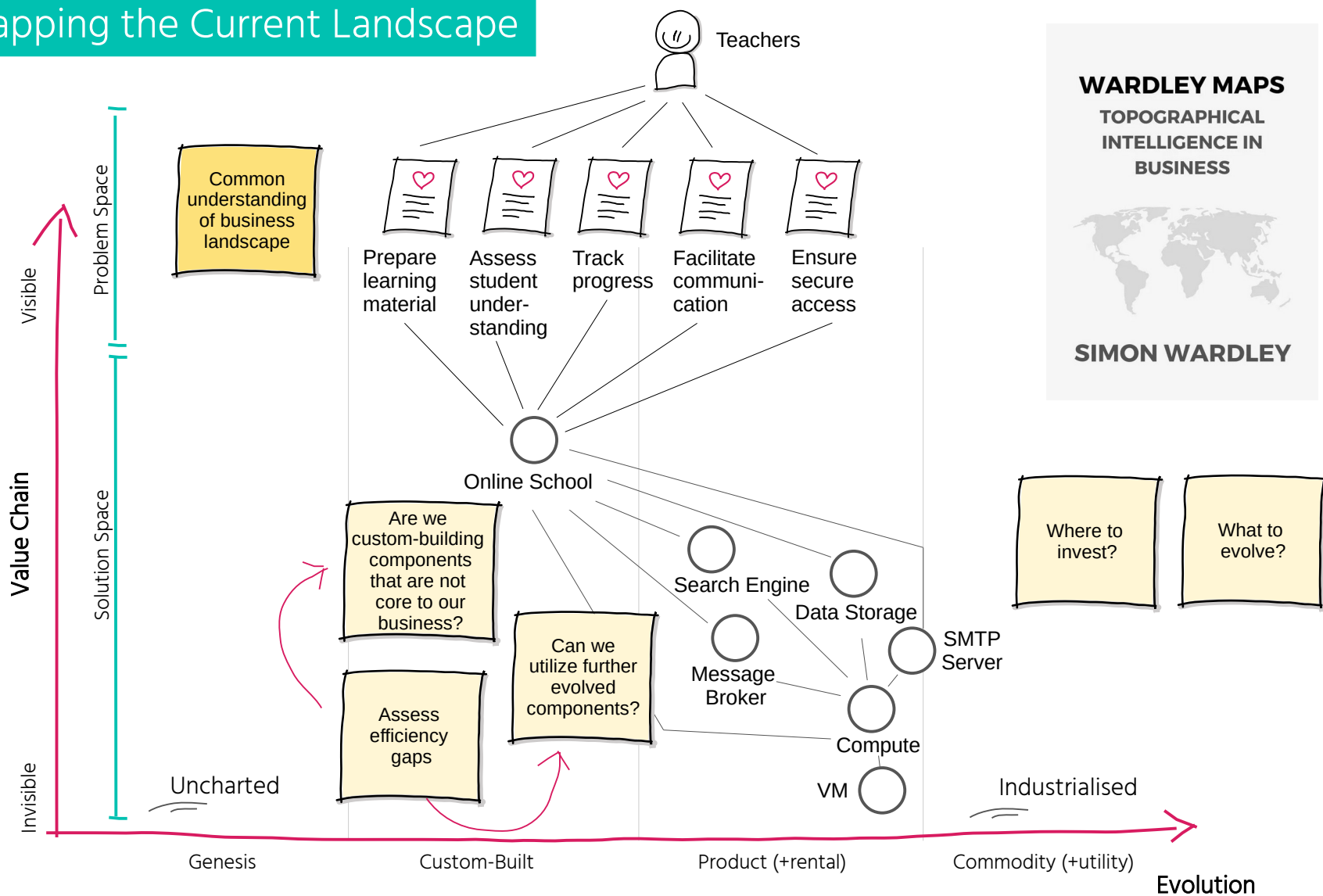
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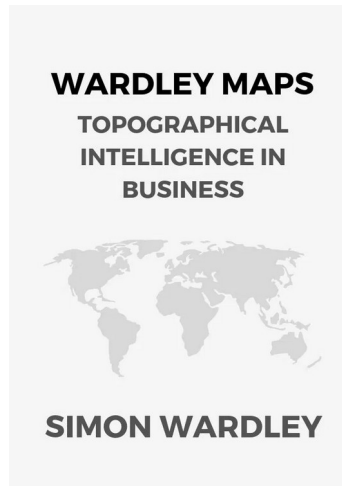
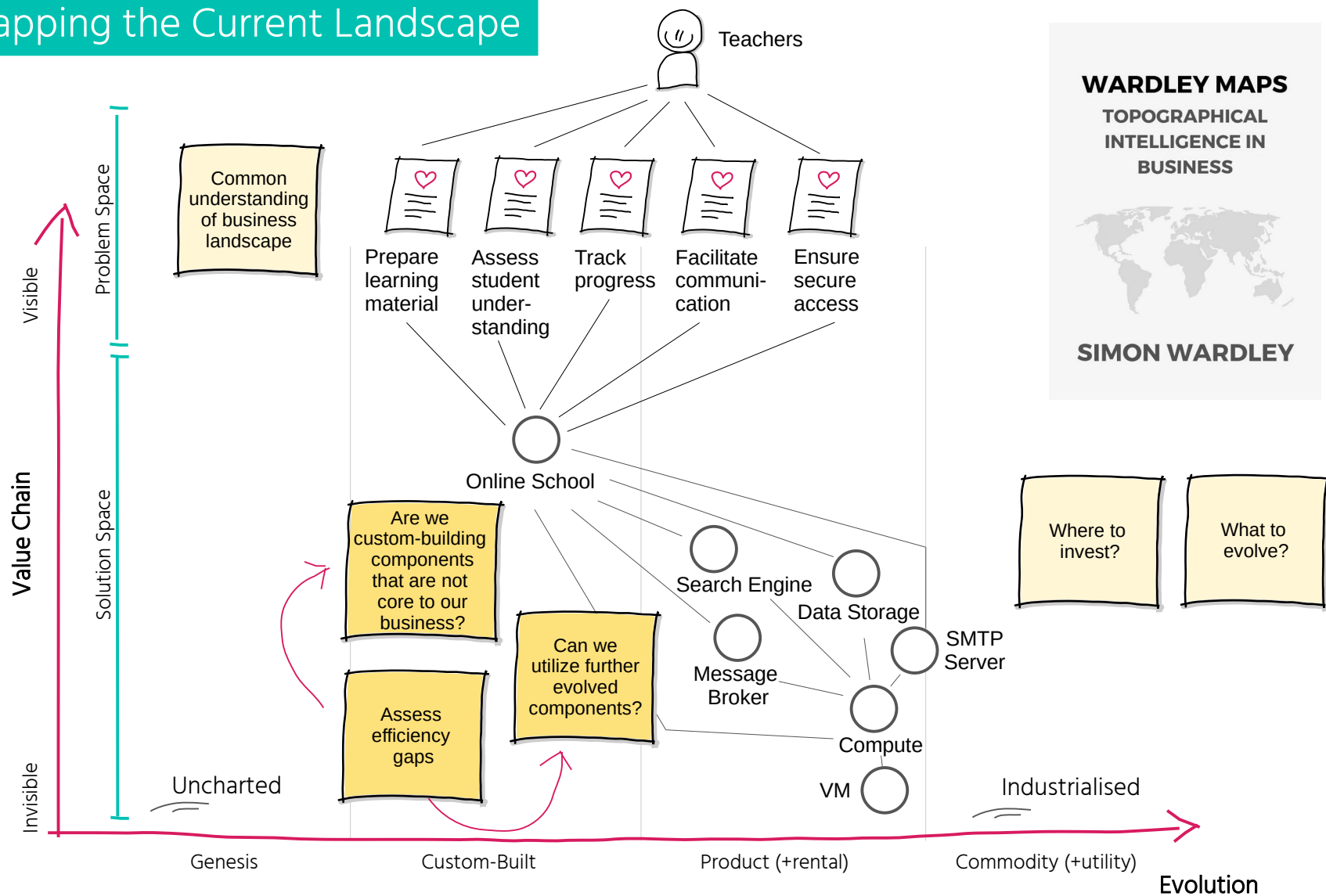
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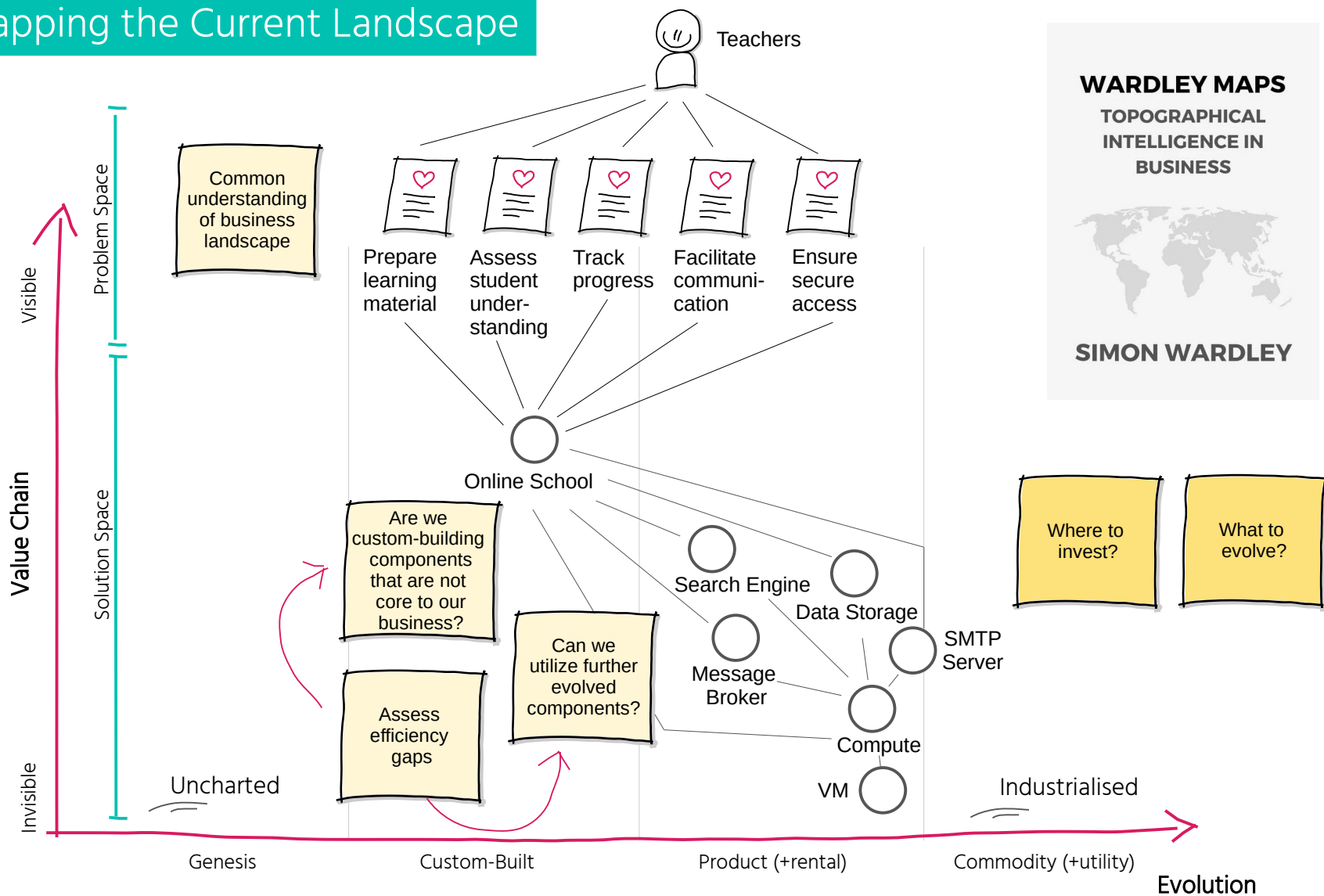
As-Is

To-Be

Mapping the Current Landscape



Mapping the Current Landscape



Analyzing
Current Teams

Assessing
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Deriving Future
Team Organization

As-Is

To-Be

START
AS-IS

Current Business Landscape

Visualising the business landscape with Wardley Maps

Categorizing the Problem Space

Discover Subdomains Types



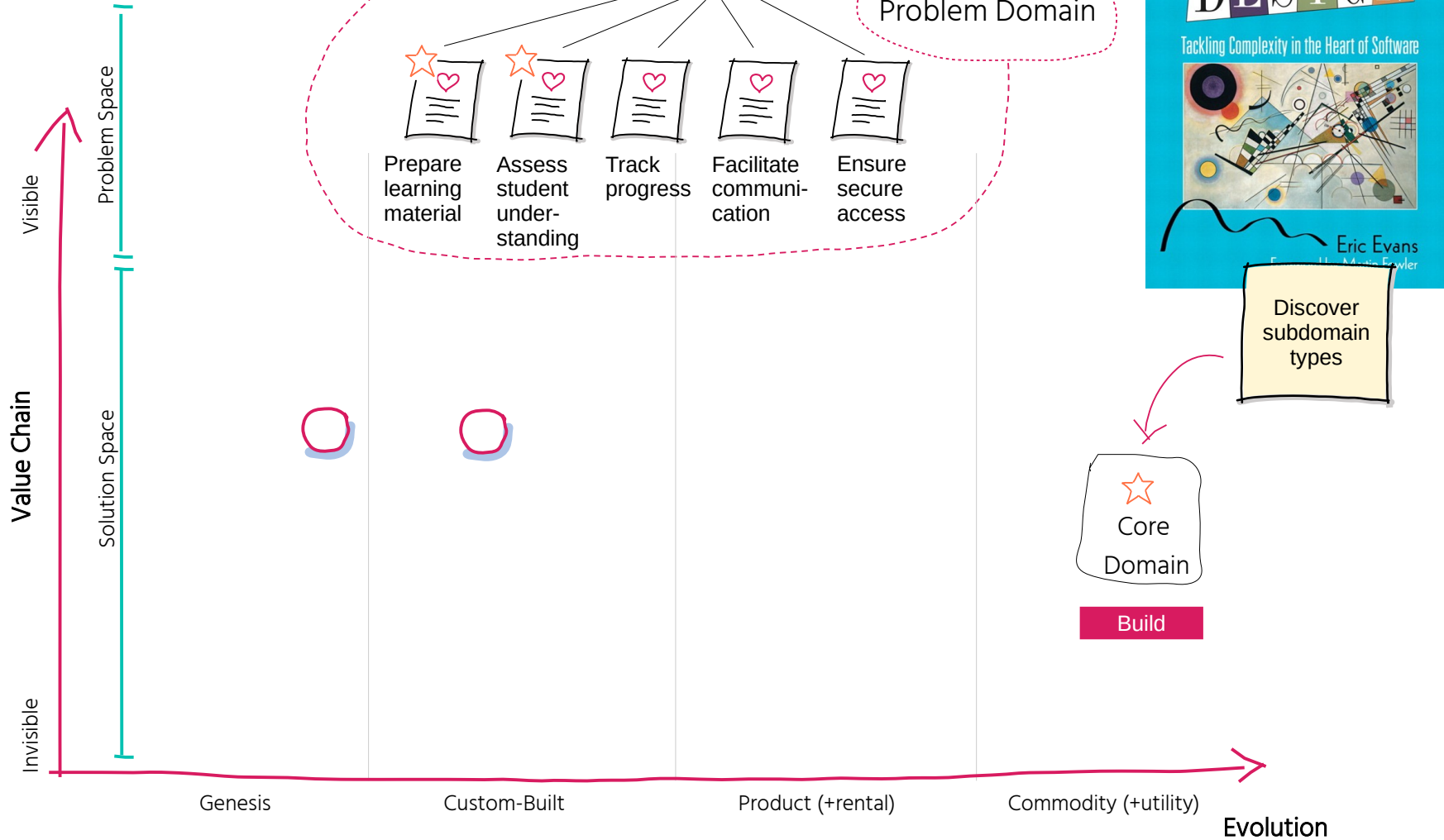
Modularity in the Solution Space
Decomposing solution space into bounded contexts (design decisions)

Future Business Landscape & Bounded Contexts

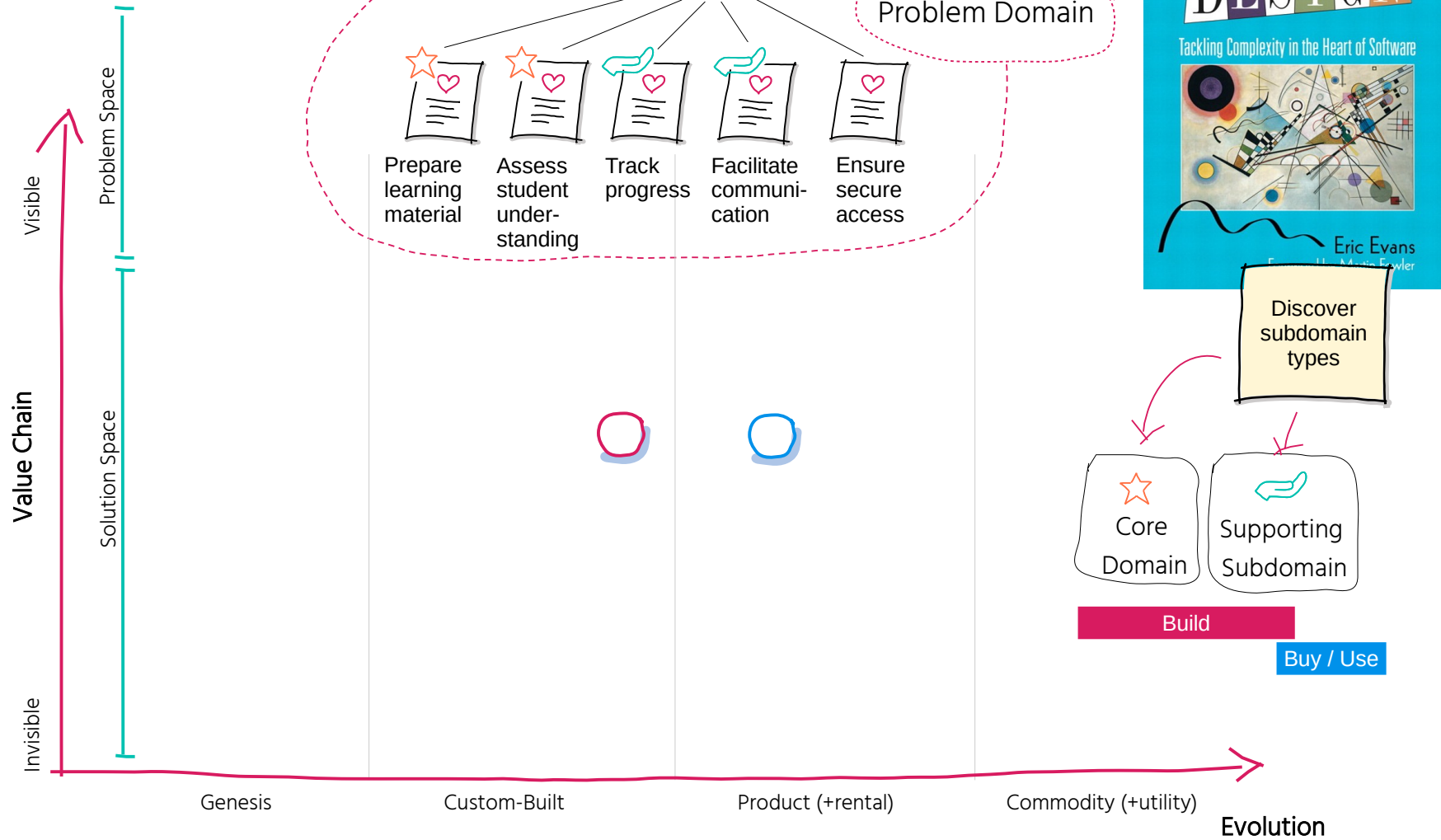
Future Team Ownership Boundaries
Identifying future team ownership boundaries

Future Team Constellation & Interaction Modes

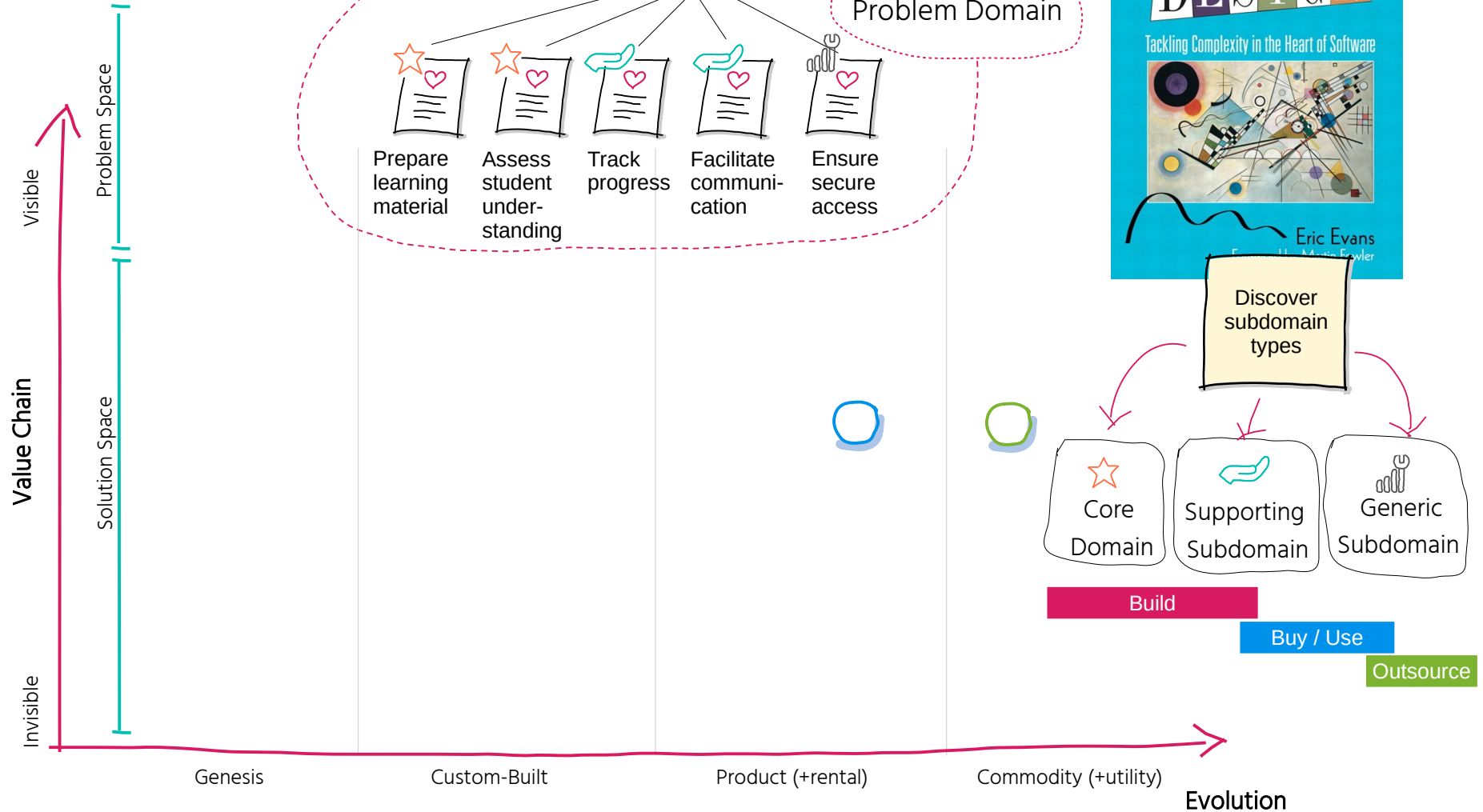
Categorizing the Problem Space



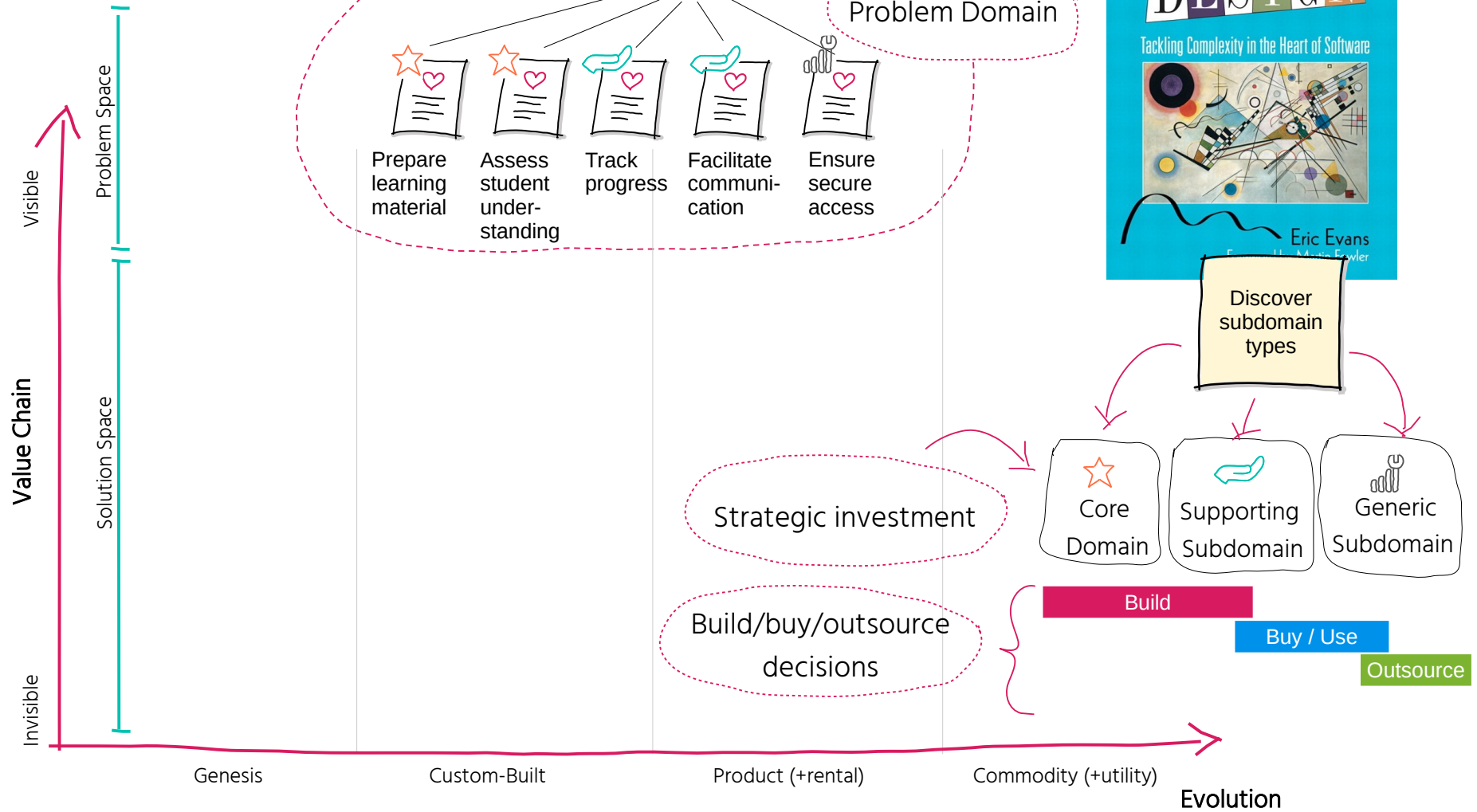
Categorizing the Problem Space



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Categorizing the Problem Space



Modularizing the Solution Space



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Flow of Changes / Value

3 Current Business Landscape
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Check to create a Wardley Map

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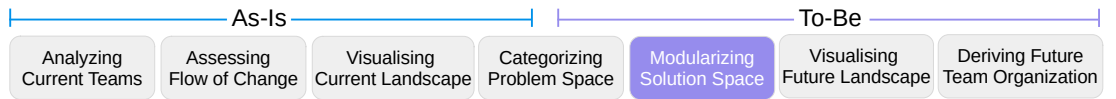
Mapping Bounded Contexts

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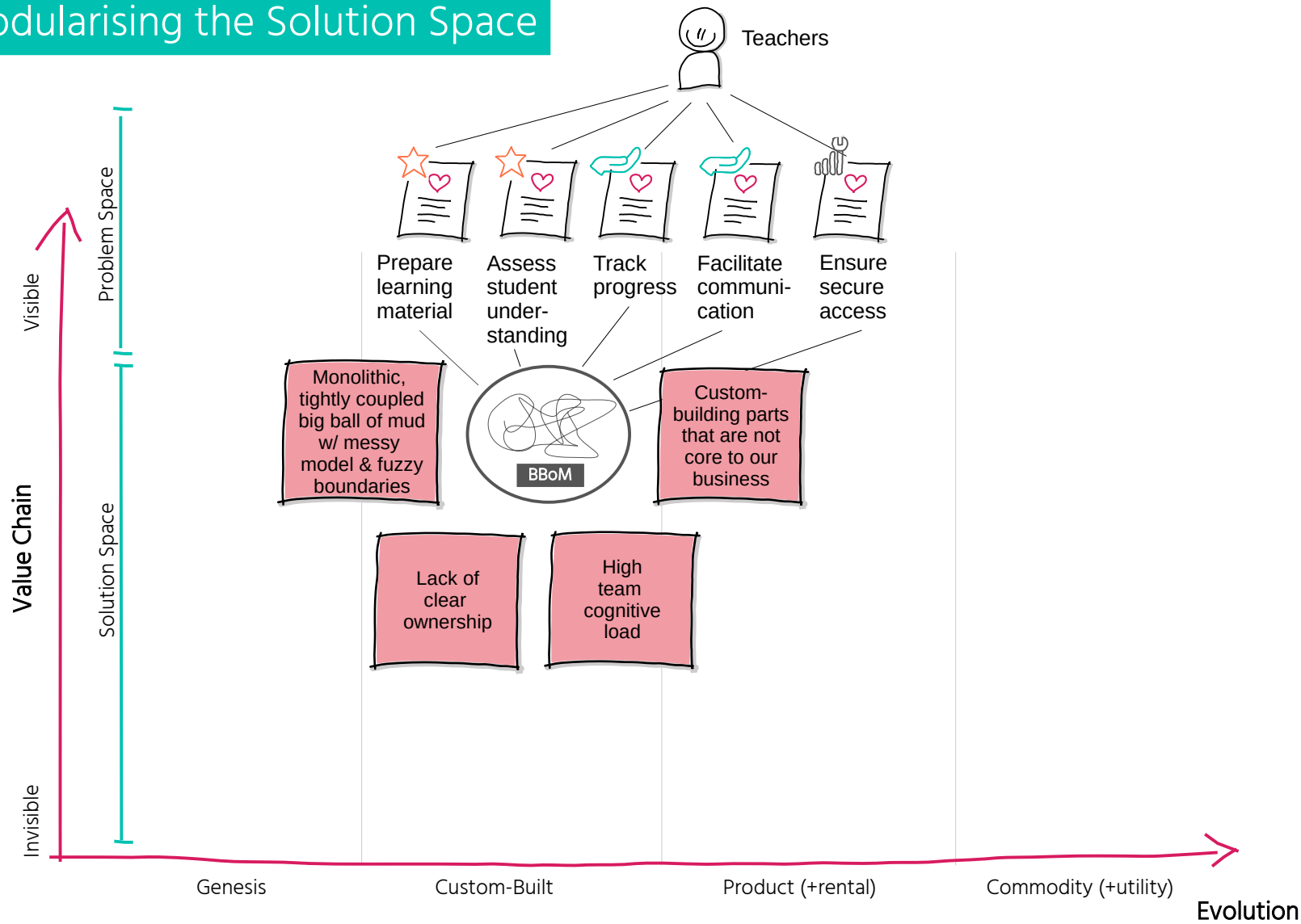
Bounded Contexts as boundaries for stream-aligned teams

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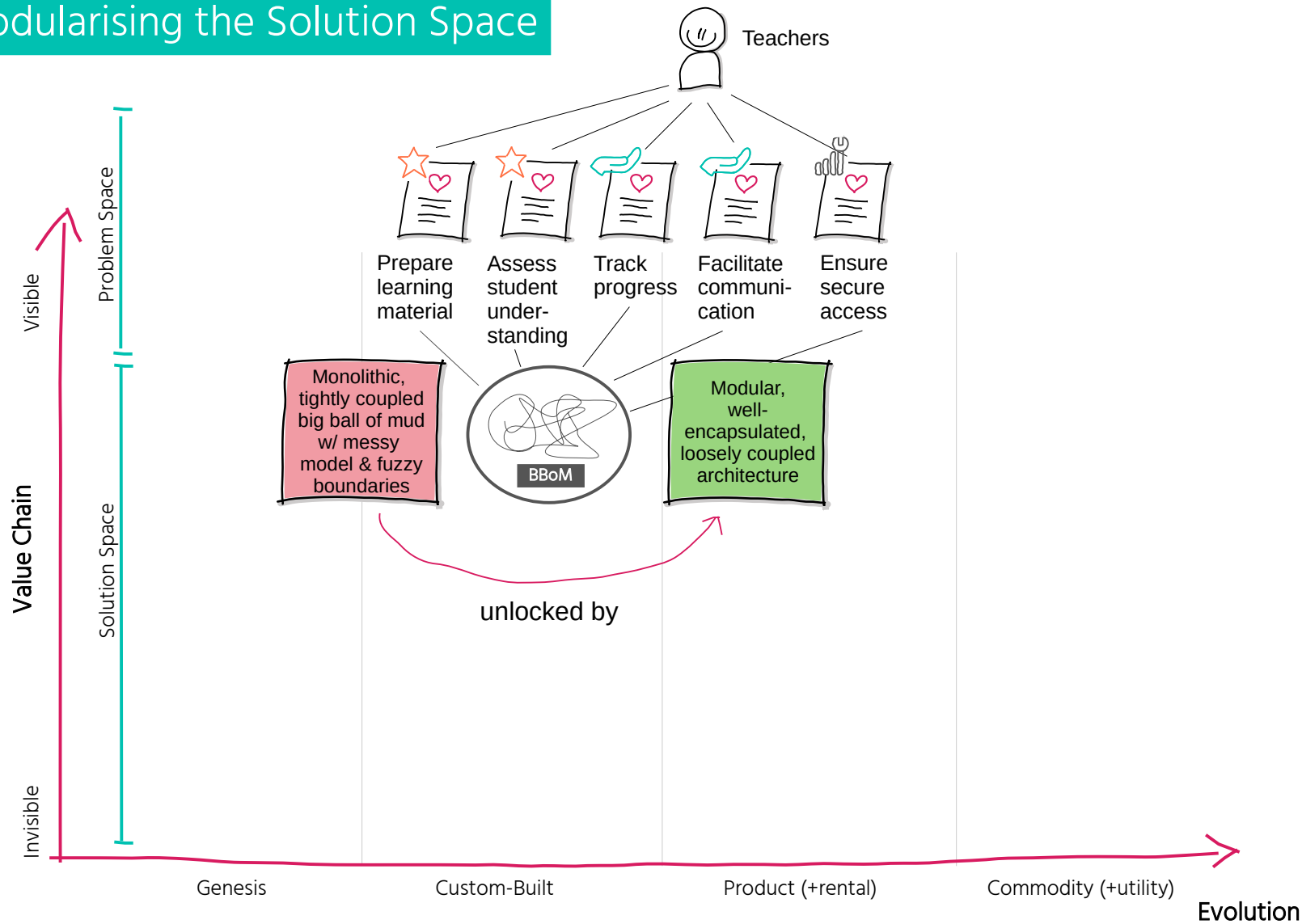
Team Type



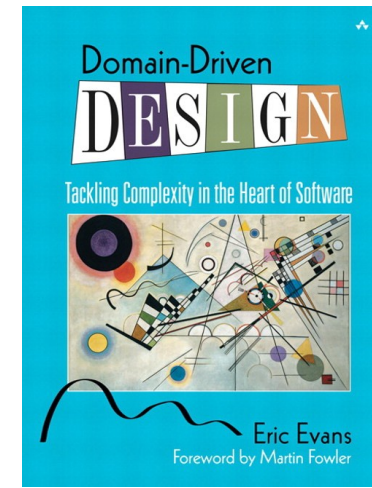
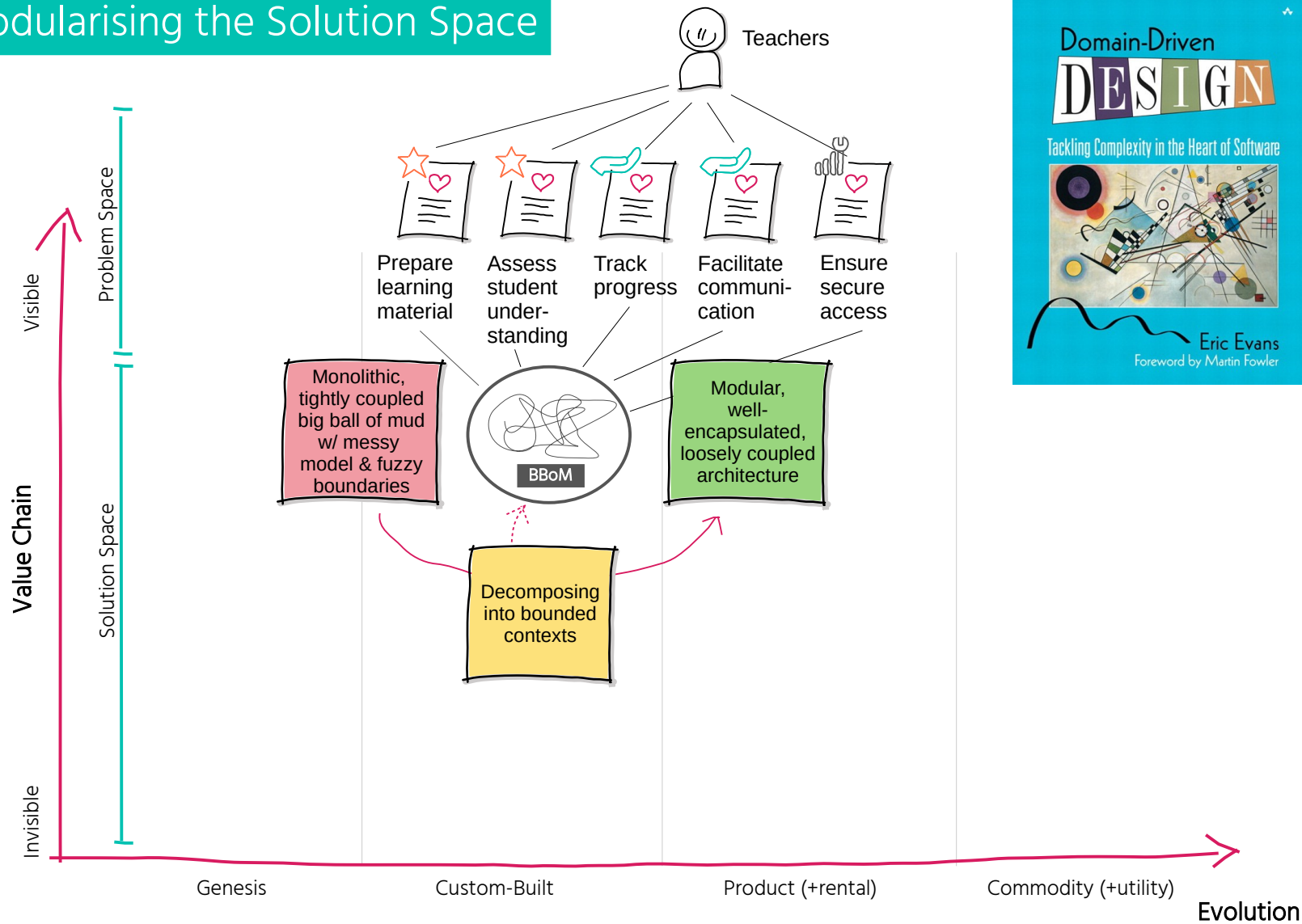
Modularising the Solution Space



Modularising the Solution Space



Modularising the Solution Space



Analyzing
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Assessing
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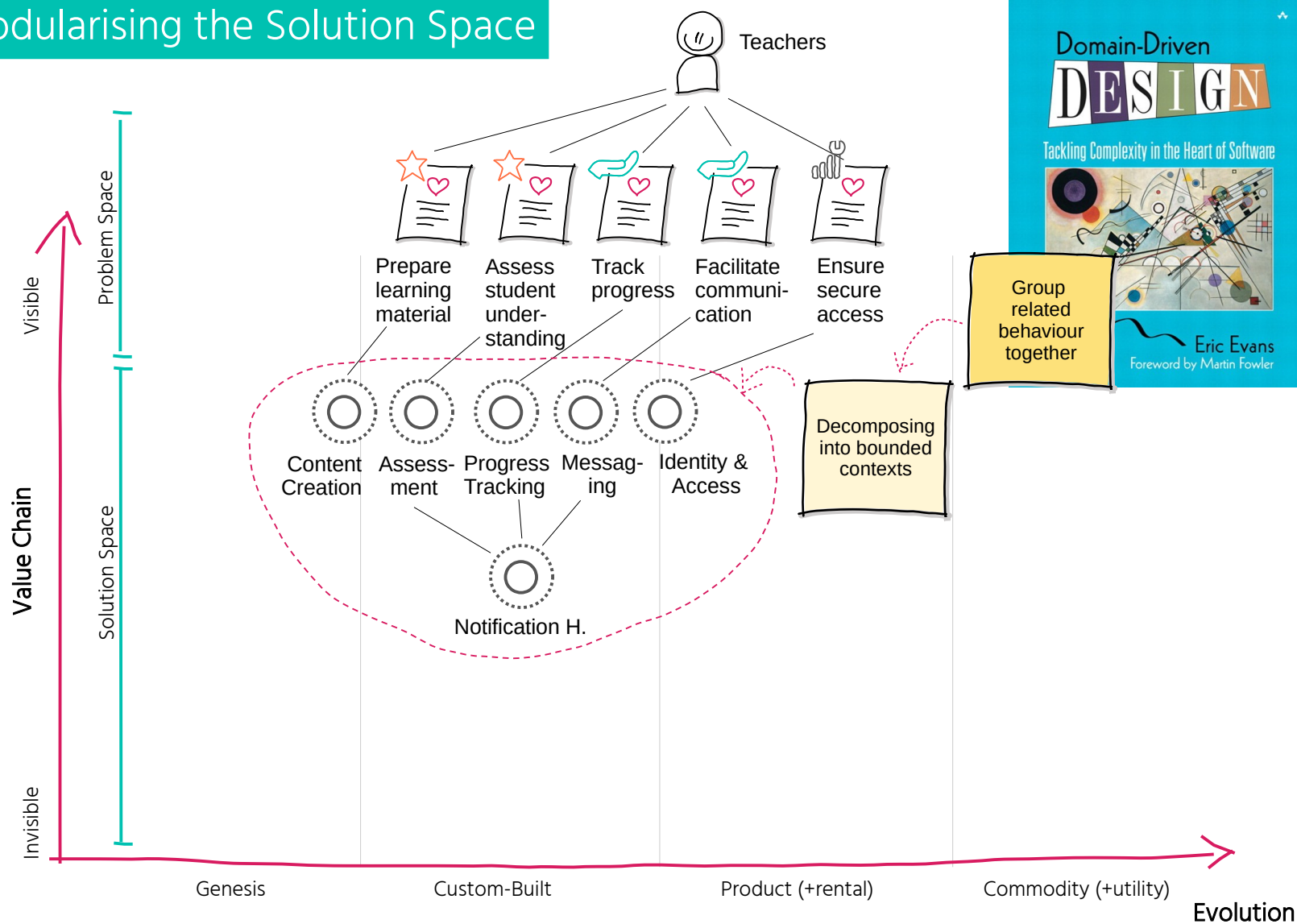
Visualising
Future Landscape

Deriving Future
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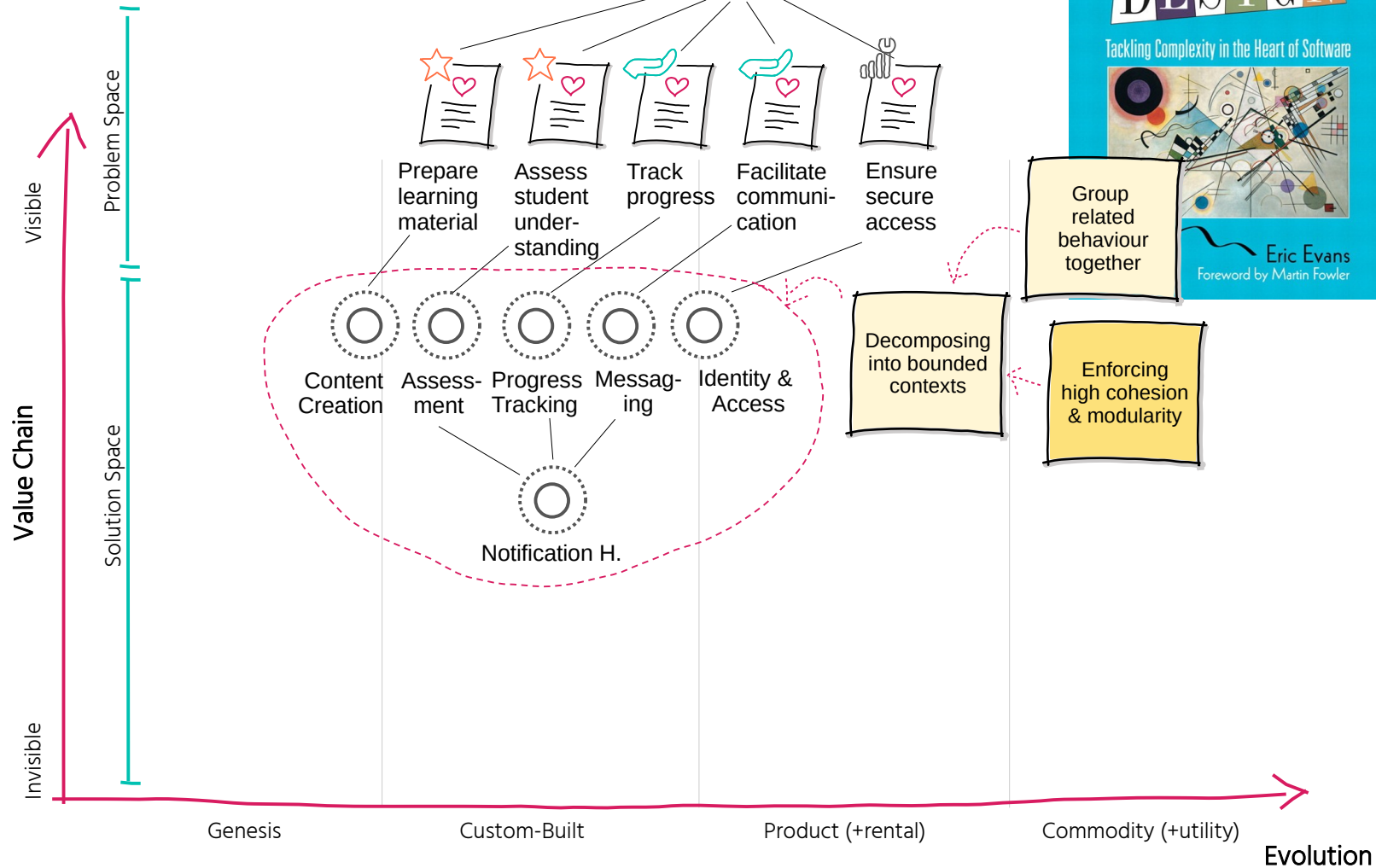
As-Is

To-Be

Modularising the Solution Space



Modularising the Solution Space



Analyzing Current Teams

Assessing Flow of Change

Visualising Current Landscape

Categorizing Problem Space

Modularizing Solution Space

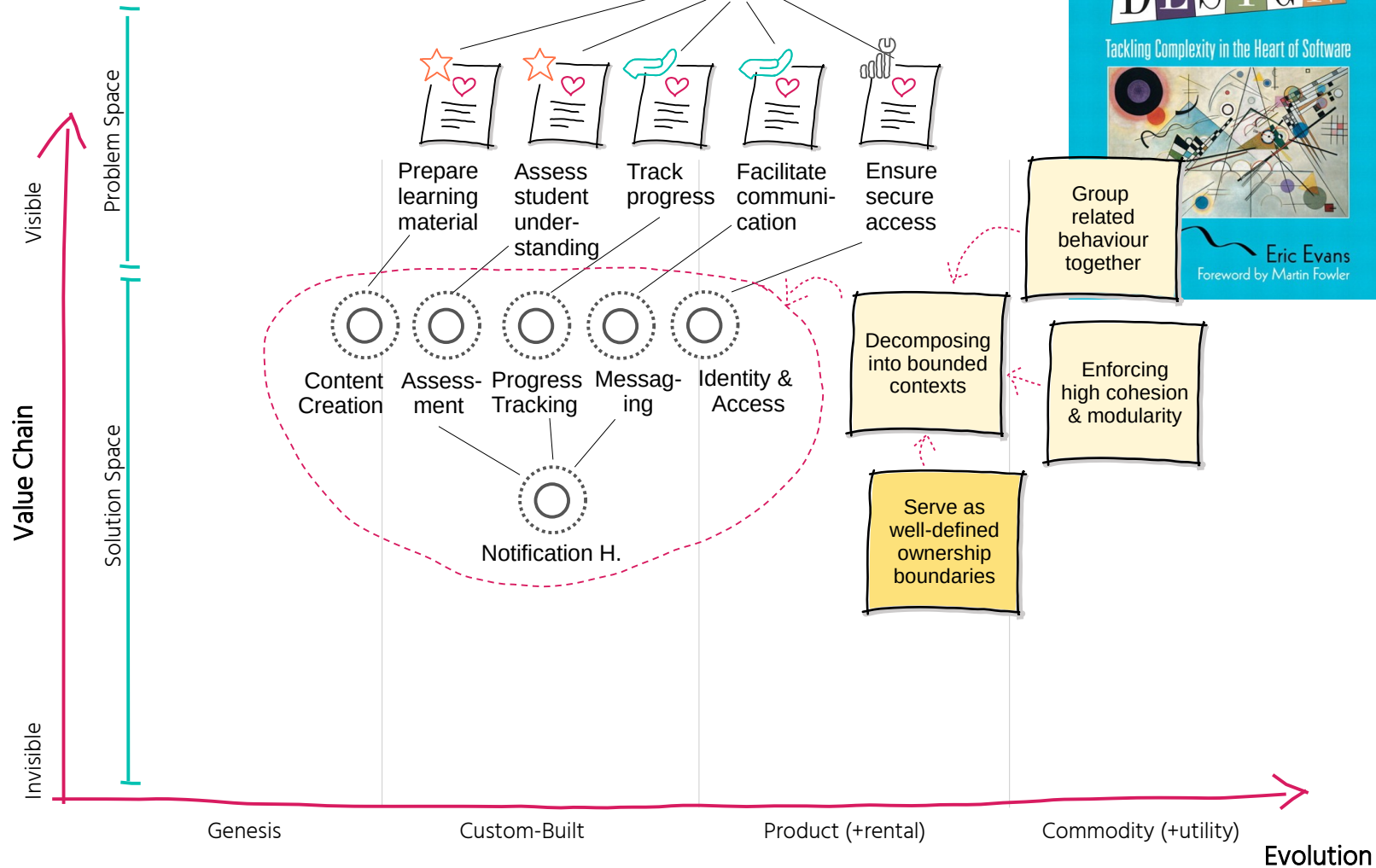
Visualising Future Landscape

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As-Is

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Modularising the Solution Space



Analyzing
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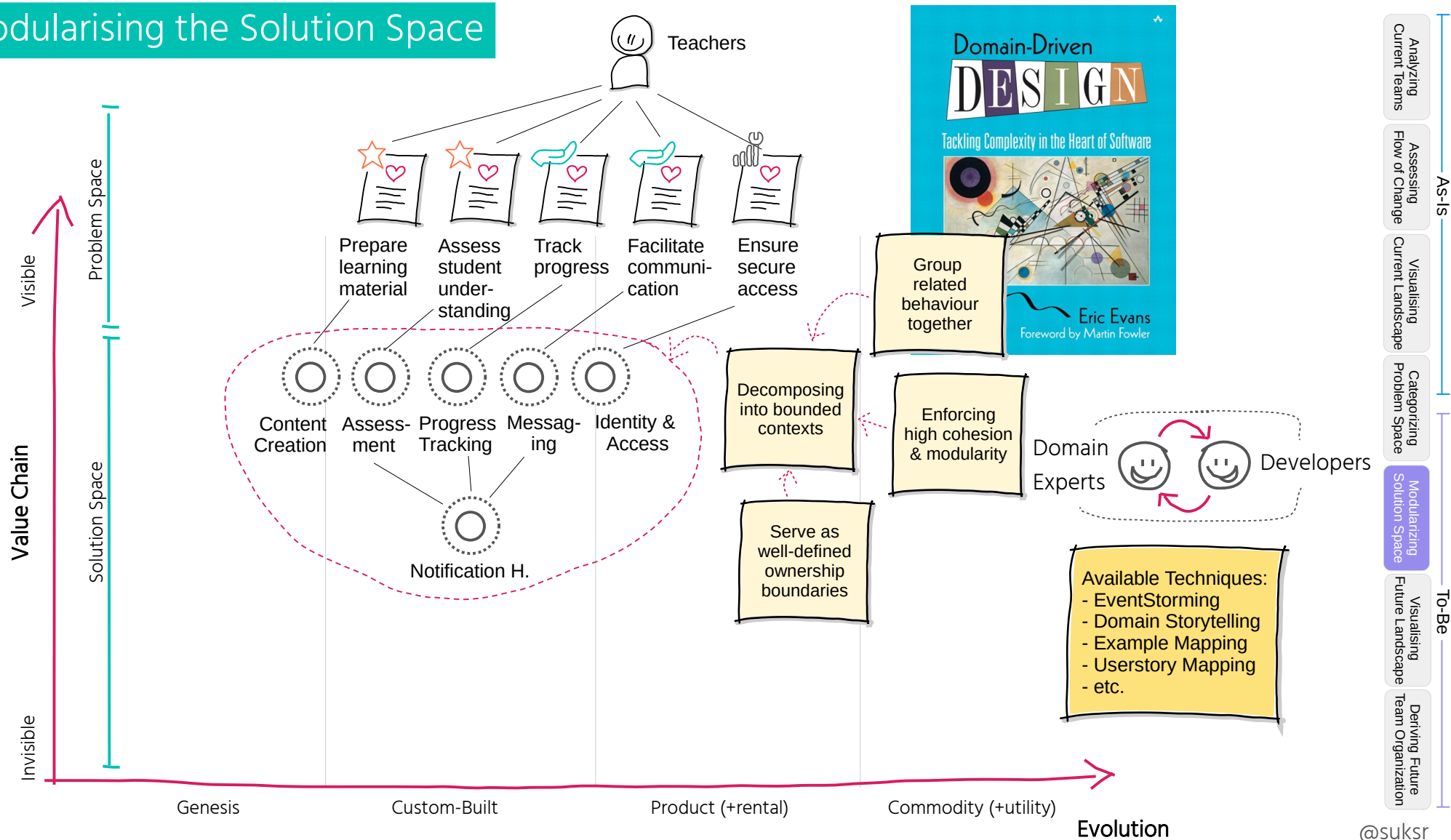
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Modularising the Solution Space



Visualizing the Future Landscape



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Start to create a Wardley Map

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Mapping Bounded Contexts

Understand your Strategic Investment

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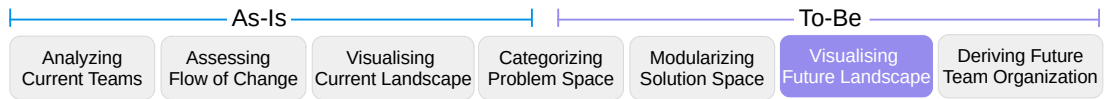
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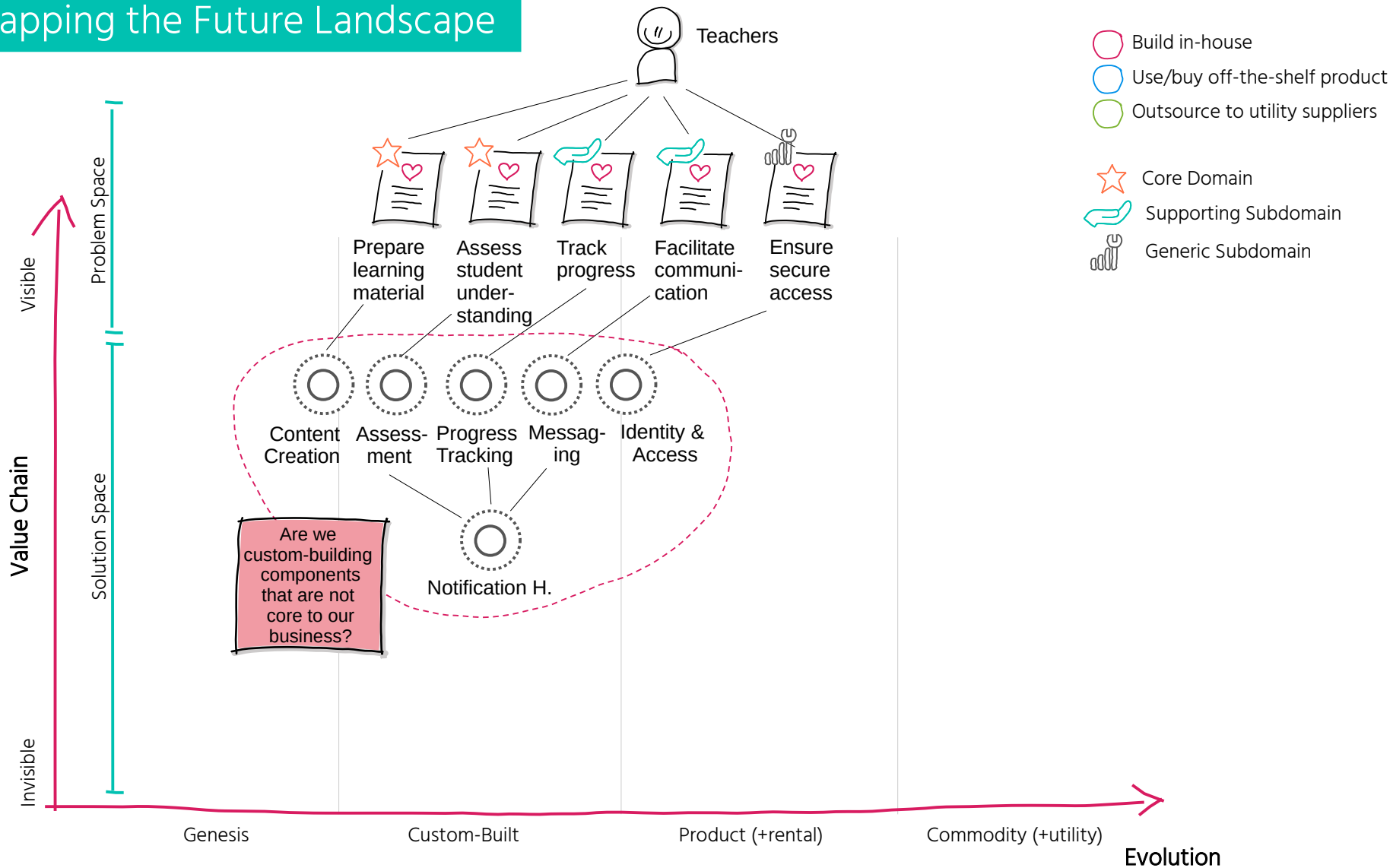
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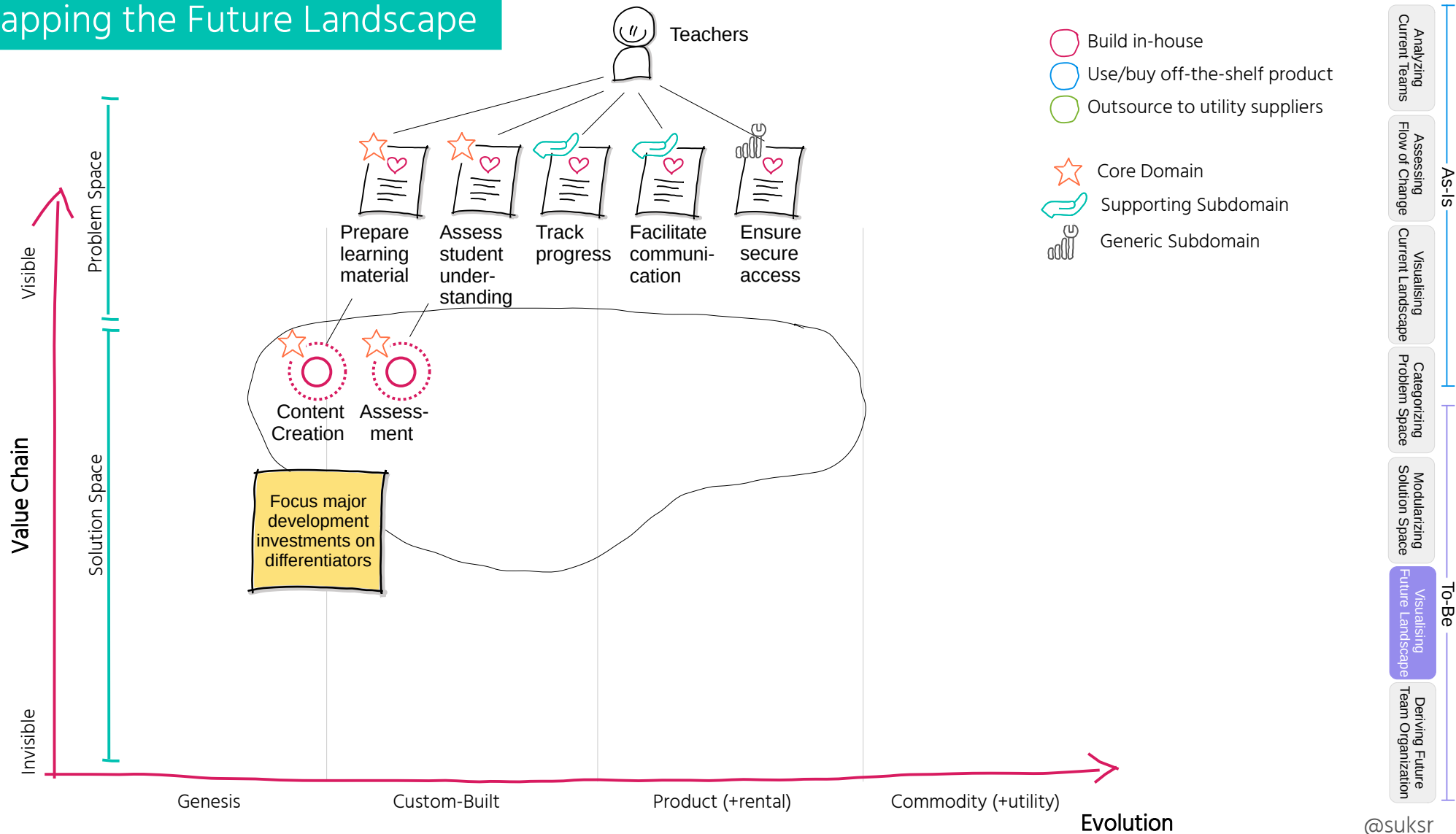
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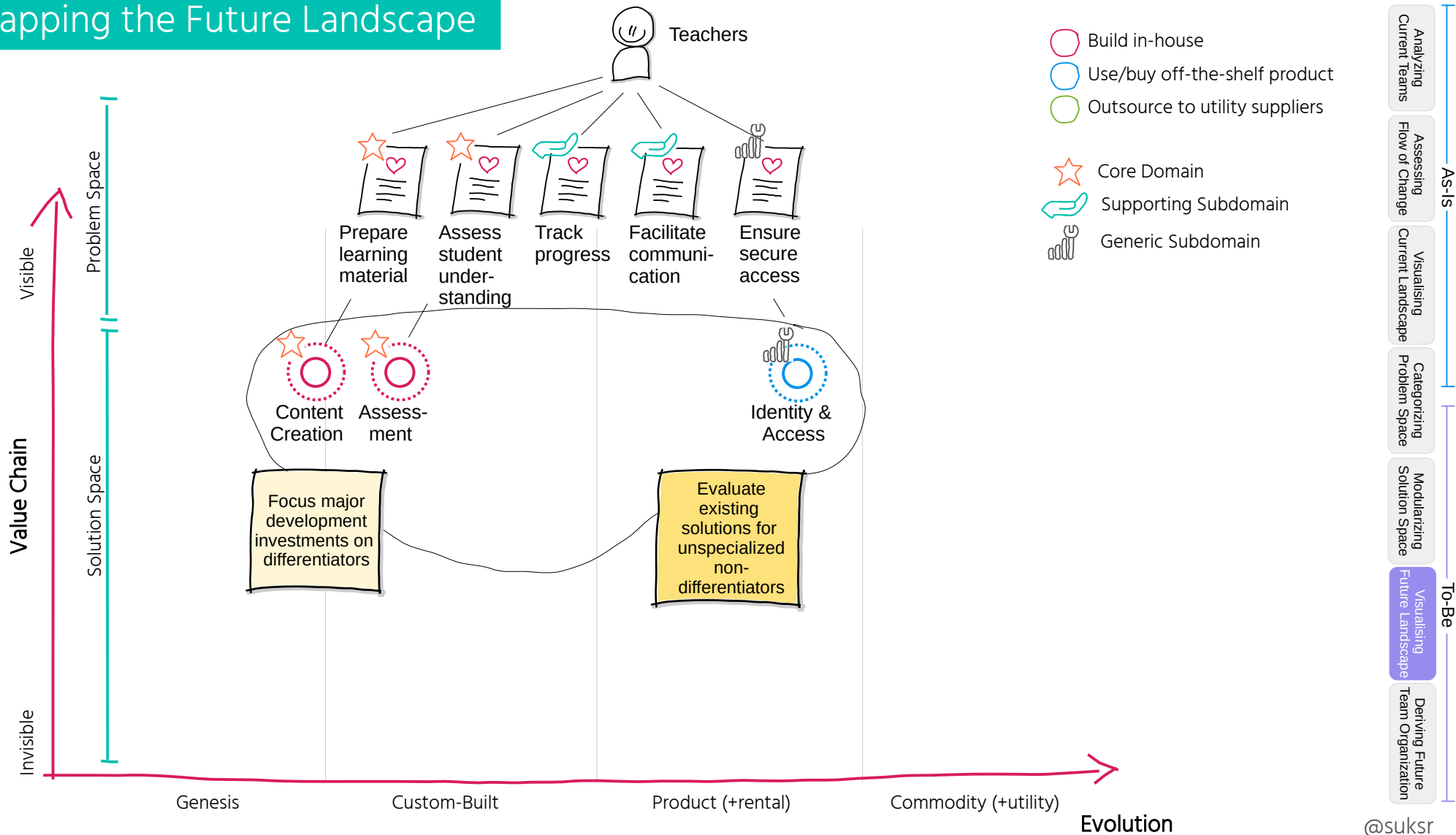
Mapping the Future Landscape



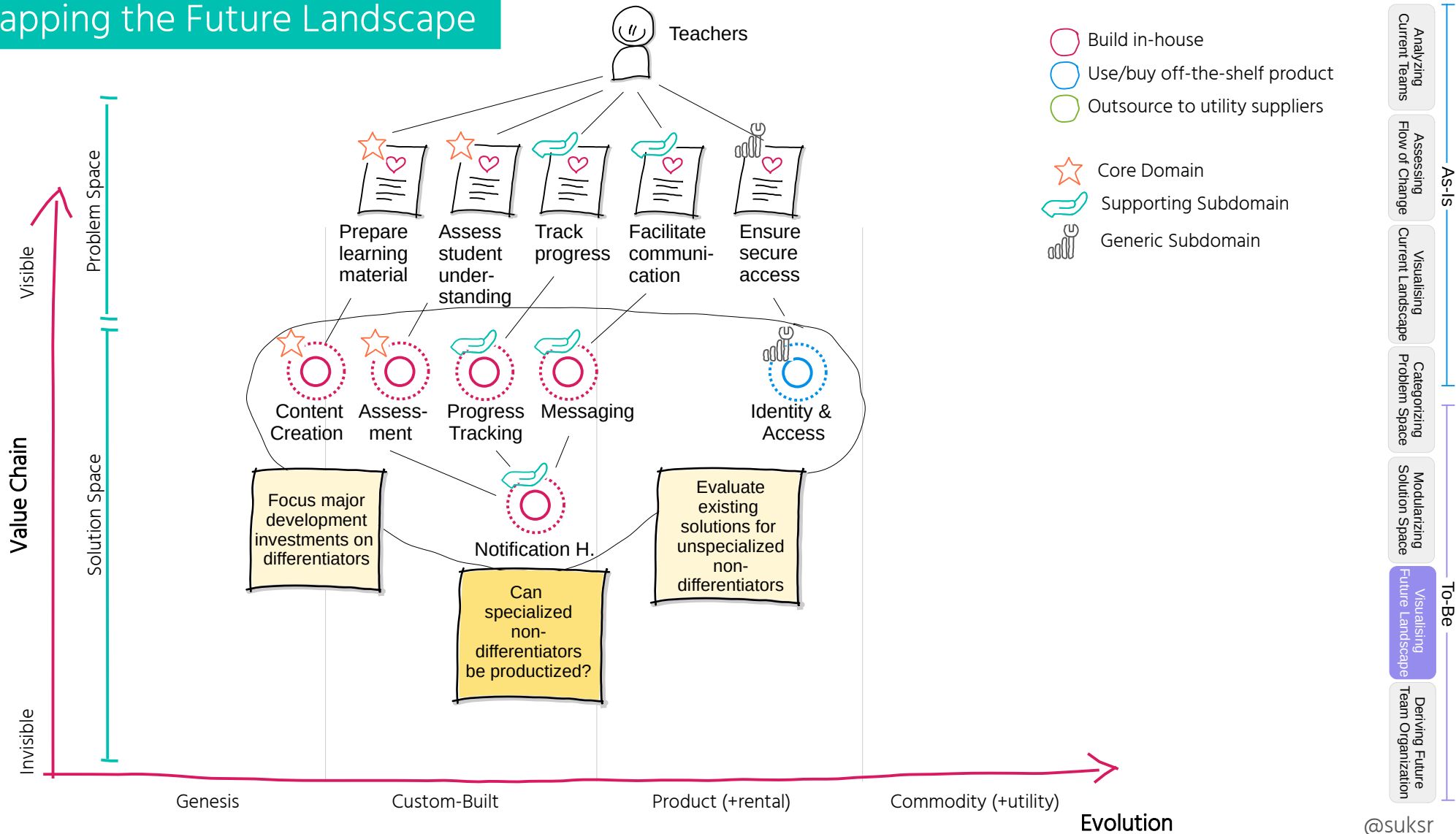
Mapping the Future Landscape



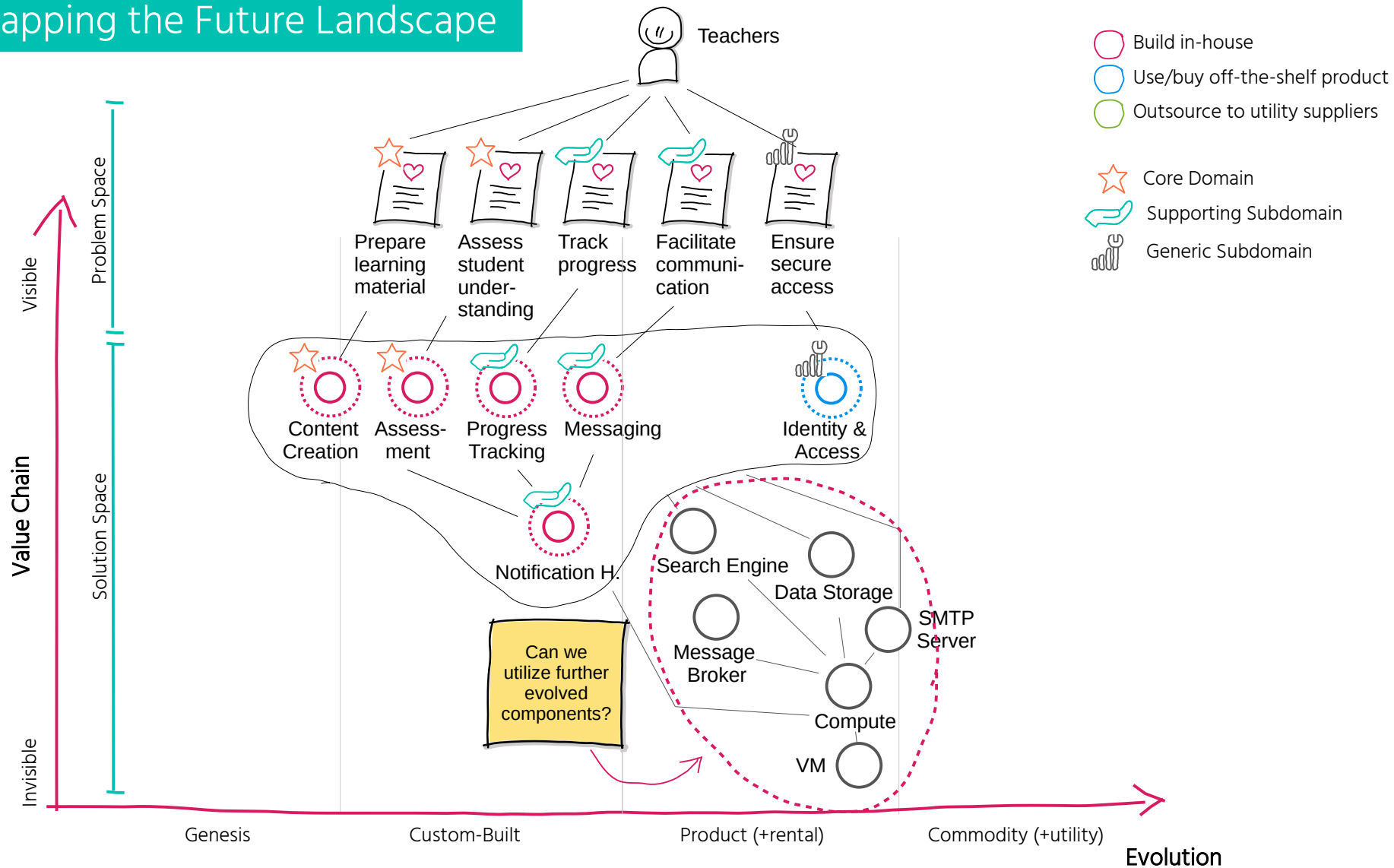
Mapping the Future Landscape



Mapping the Future Landscape

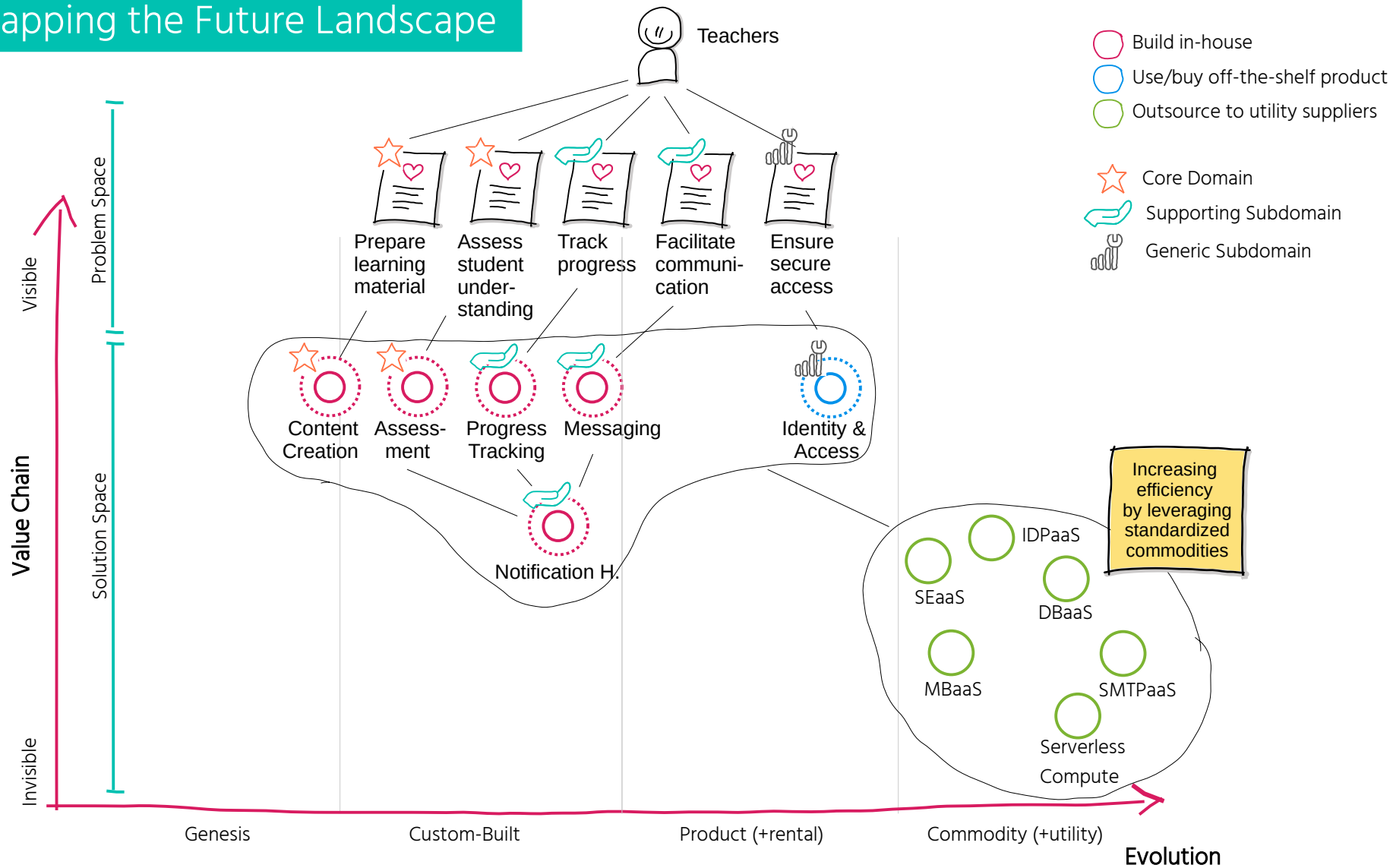


Mapping the Future Landscape

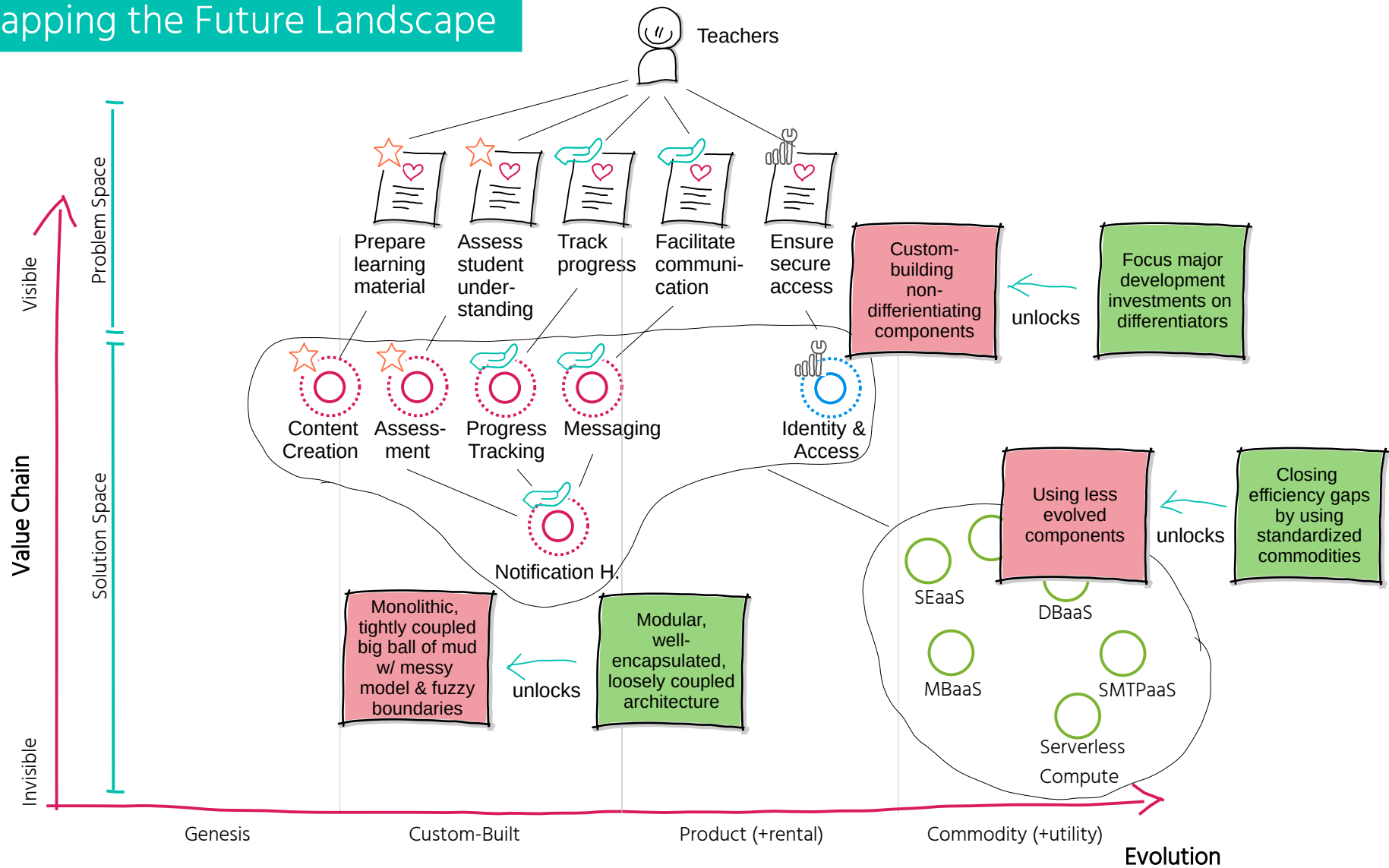


Analyzing Current Teams	As-Is
Assessing Flow of Change	
Visualising Current Landscape	
Categorizing Problem Space	
Modularizing Solution Space	
Visualising Future Landscape	To-Be
Deriving Future Team Organization	

Mapping the Future Landscape



Mapping the Future Landscape



Analyzing Current Teams	Assessing Flow of Change	Visualising Current Landscape	Categorizing Problem Space	Modularizing Solution Space	Visualising Future Landscape	Deriving Future Team Organization
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Future Team Organization



1 Current Teams & Ways of Working
 What are the current teams (structure)?
 What parameters of the system do they own?
 What are their team sizes?
 What are the current team dependencies?
 What are the current team interaction modes (PL, inner source, weekly/monthly cross team meetings, etc)?
 What are their current practices? (e.g. kanban, scrum, planning techniques, etc.)

2 Current Flow
 What works well in the flow?
 What blocks the current flow?

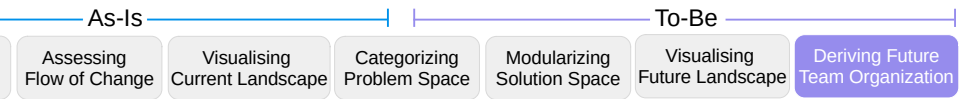
Flow of Changes / Value

3 Current Business Landscape
 Visualizing the business landscape with Wordley Maps

Wordley Map

4 Categorizing the Problem Space
 Discover Subdomains Types

Discovering Subdomains Type



5 Modularity in the Solution Space
 Decomposing solution space into bounded contexts (design decisions)

E.g. with EventStorming

6 Future Business Landscape & Bounded Contexts
 Visualizing the future business landscape with Wordley Maps

Mapping Bounded Contexts

7 Future Team Ownership Boundaries
 Identifying future team ownership boundaries

Bounded Contexts or capabilities for stream-aligned teams

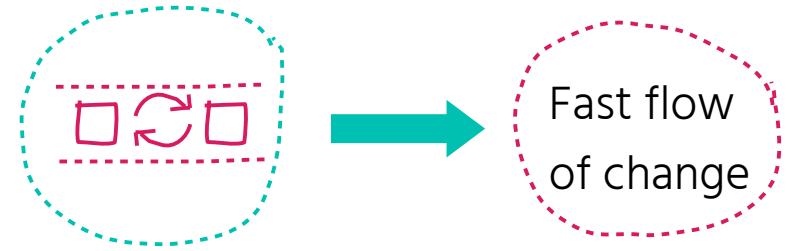
What is necessary in order to make the stream-aligned team focusing on their last line of change?

8 Future Team Constellation & Interaction Modes

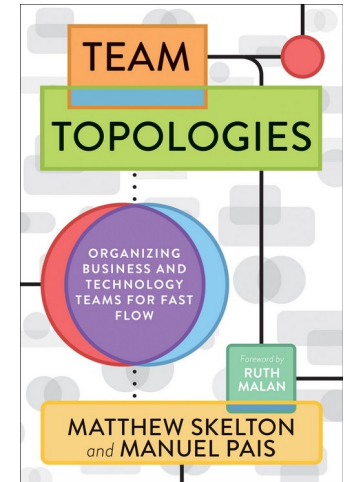
Team Type

Interaction Mode

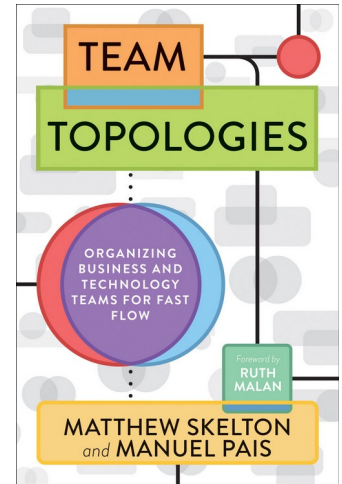
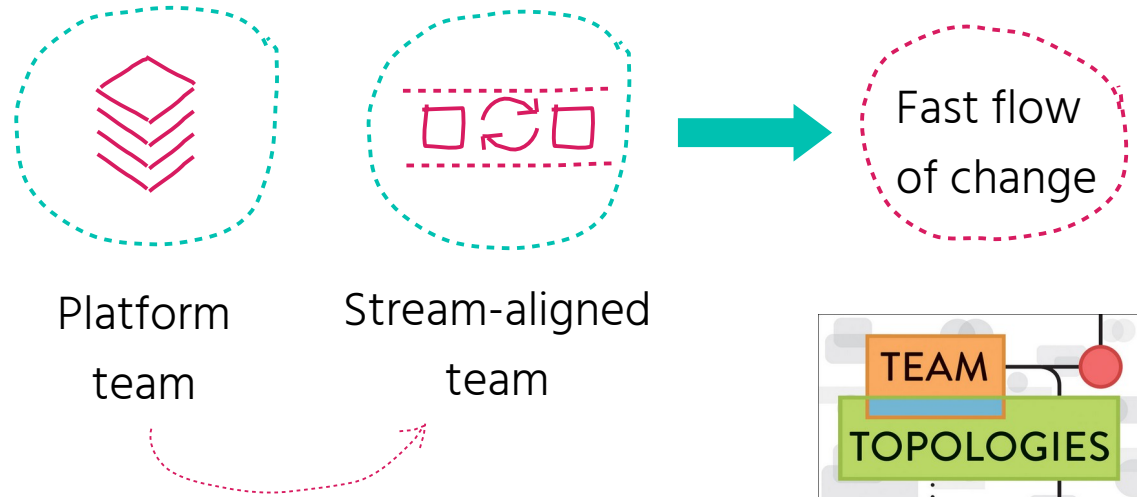
Team Types of Team Topologies



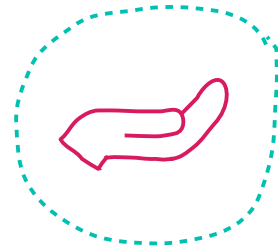
Stream-aligned
team



Team Types of Team Topologies



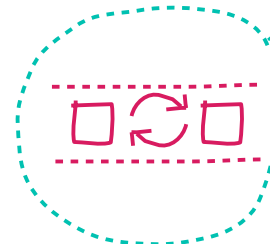
Team Types of Team Topologies



Enabling
team



Platform
team



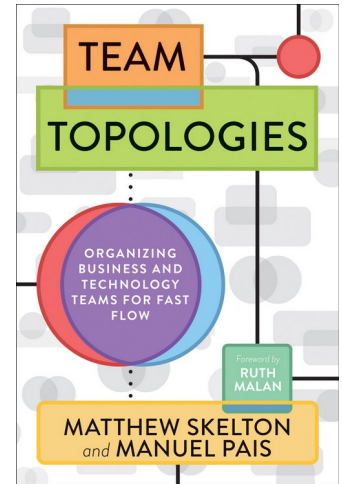
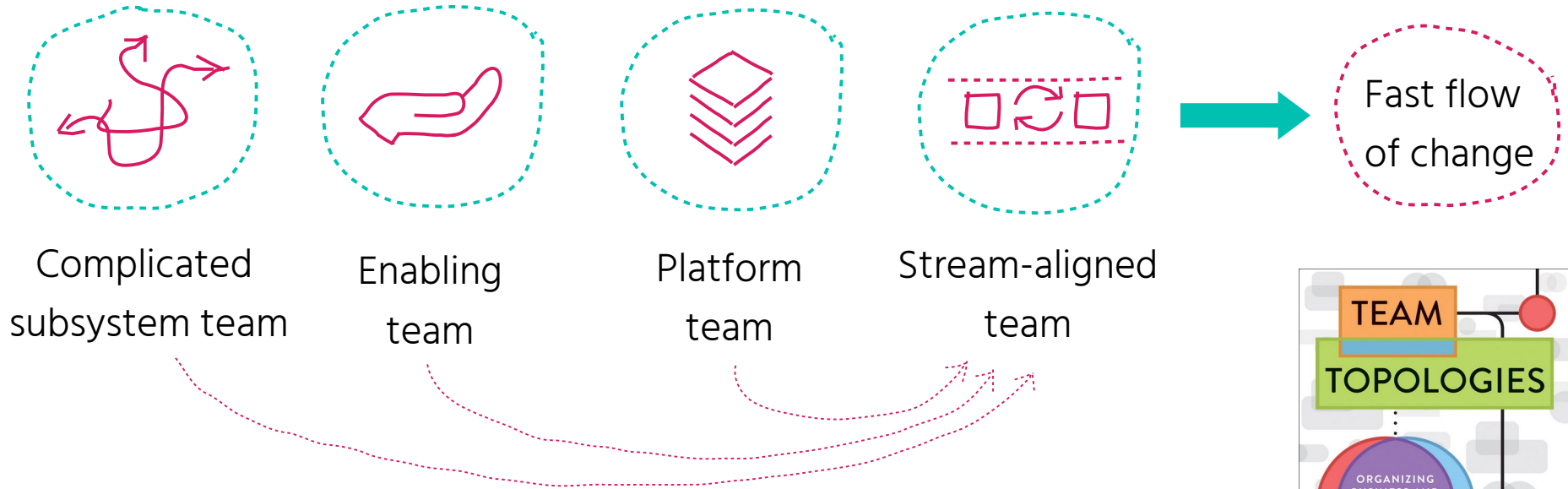
Stream-aligned
team



Fast flow
of change



Team Types of Team Topologies



Team Types of Team Topologies



Complicated
subsystem team

Enabling
team

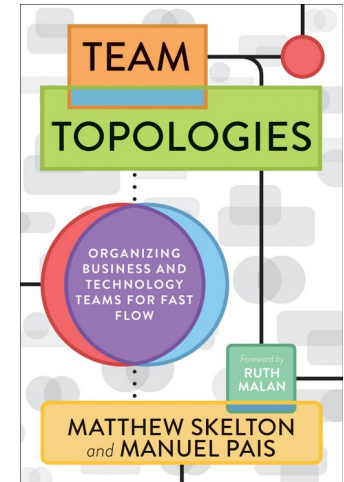
Platform
team

Stream-aligned
team

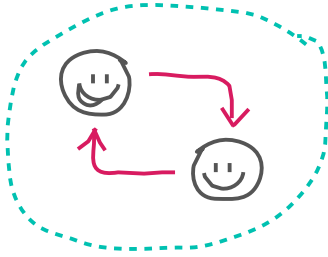
Fast flow
of change

Increasing autonomy

Reducing cognitive load



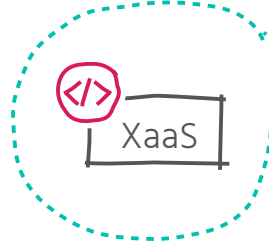
Interaction Modes



Collaboration



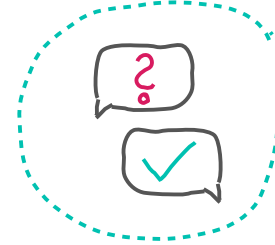
Rapid discovery



X-as-a-Service



Predictable
delivery

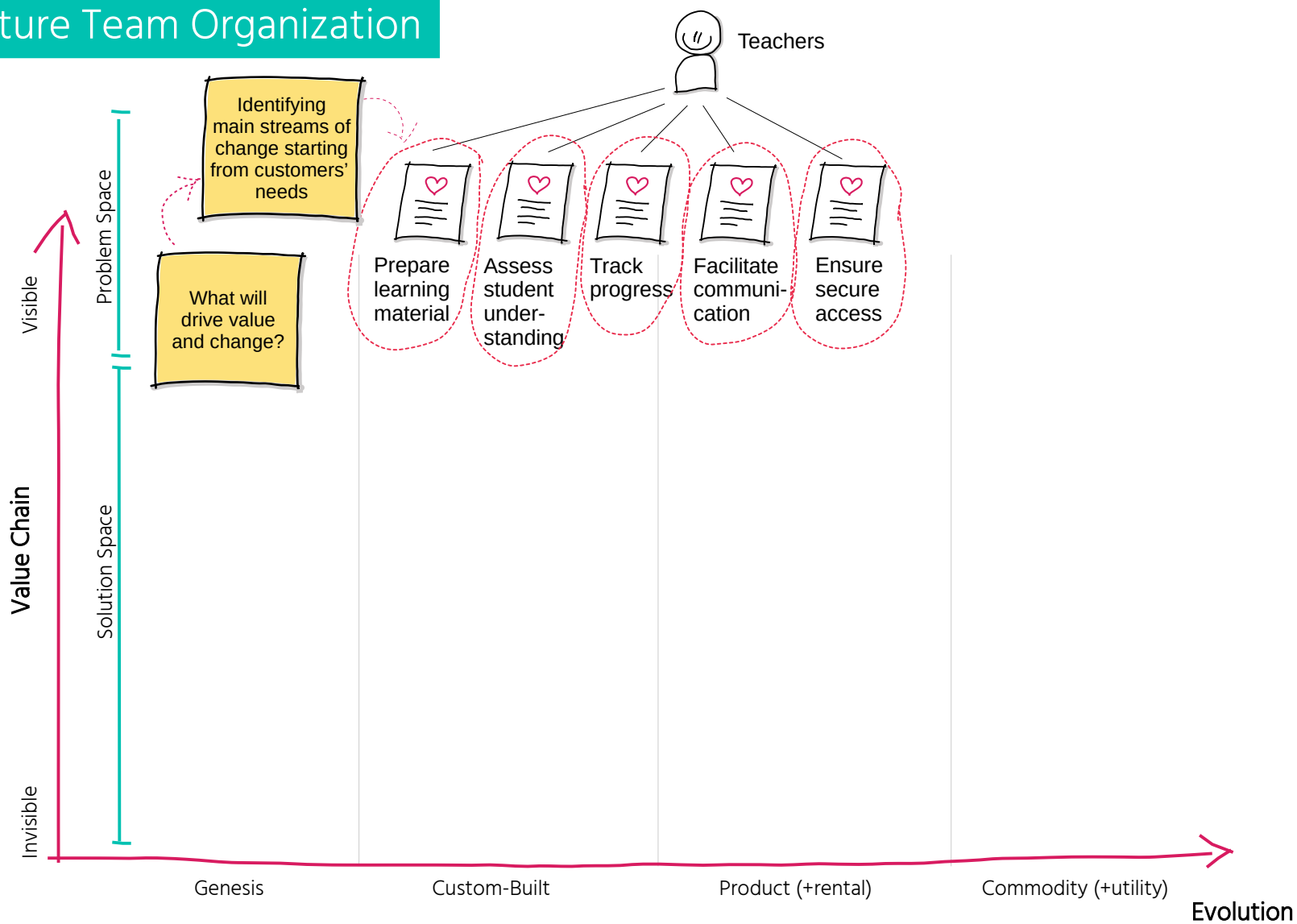


Facilitating

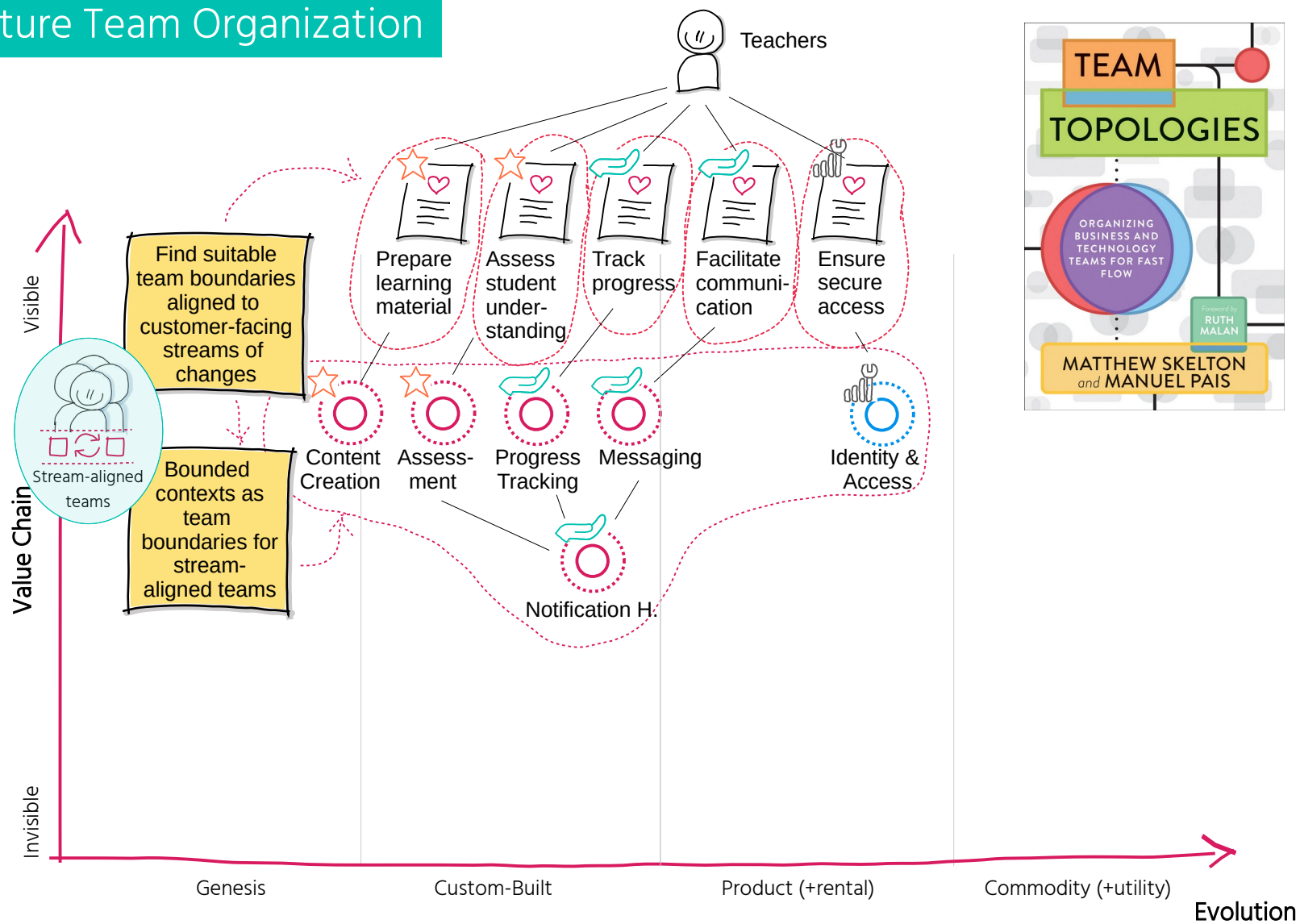


Active help

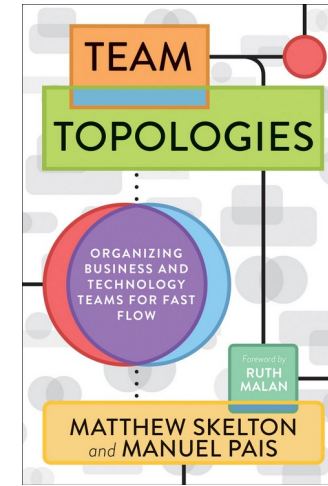
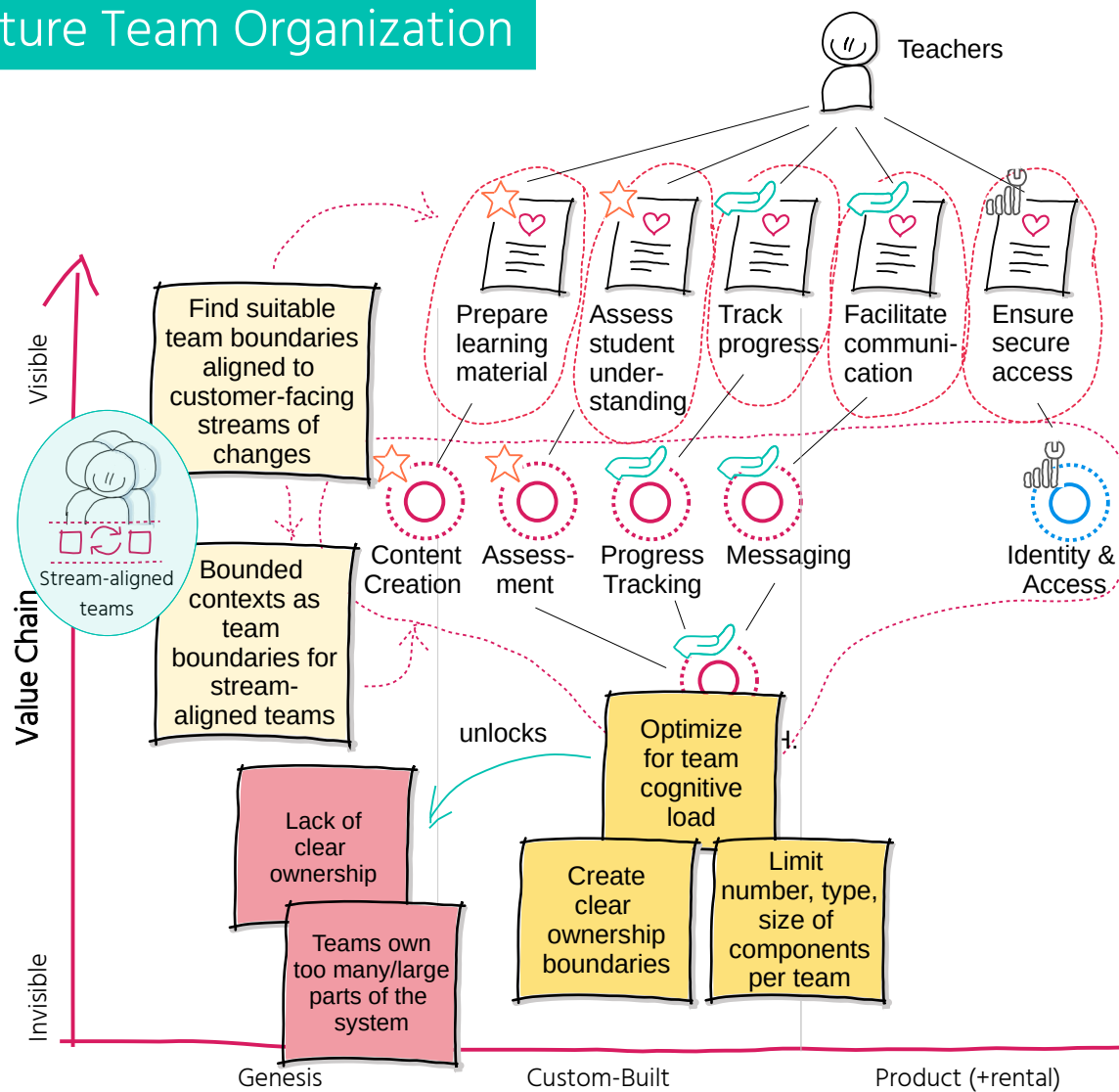
Future Team Organization



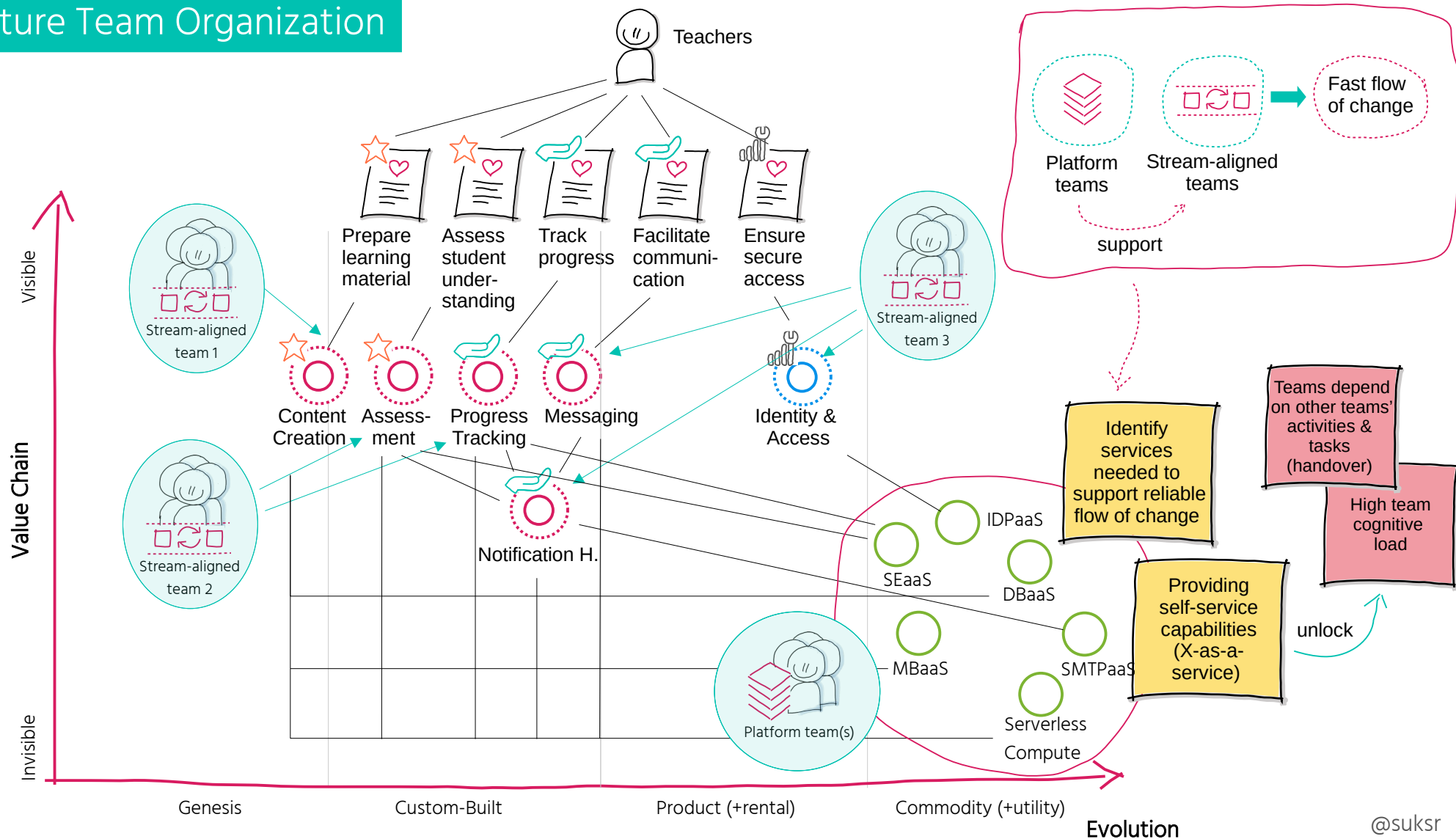
Future Team Organization



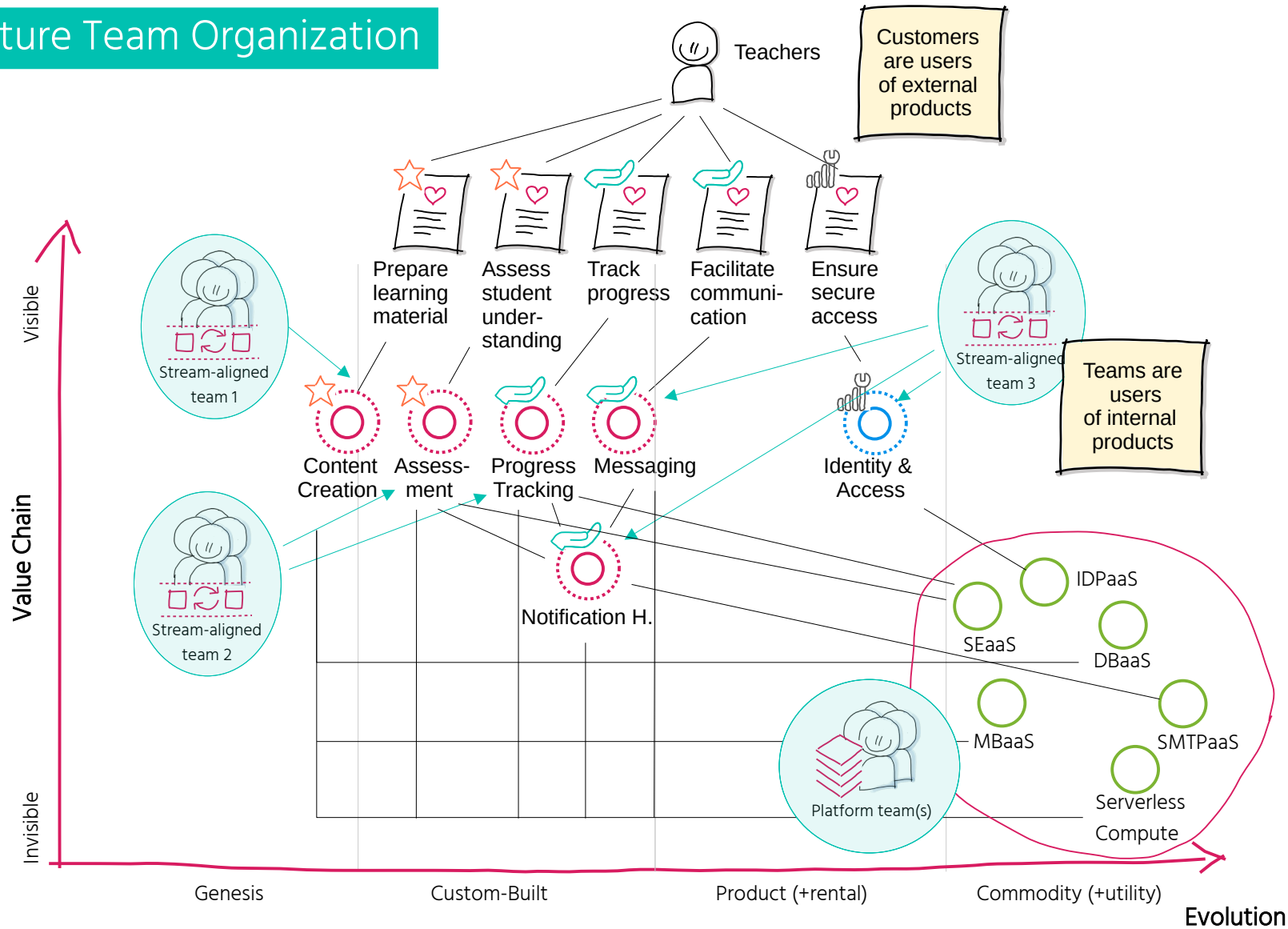
Future Team Organization



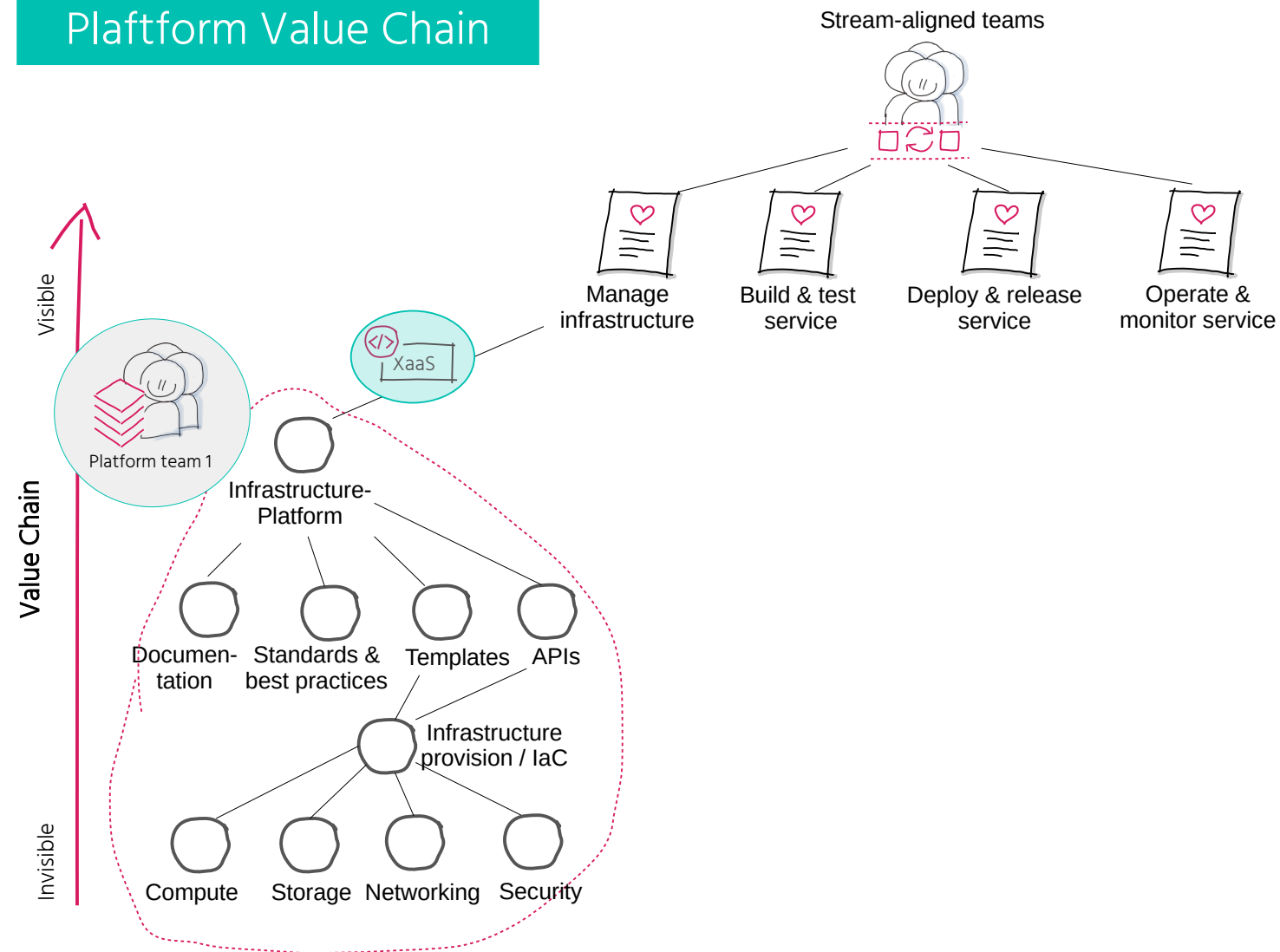
Future Team Organization



Future Team Organization



Platform Value Chain



Analyzing
Current Teams

Assessing
Flow of Change

Visualising
Current Landscape

Categorizing
Problem Space

Modularizing
Solution Space

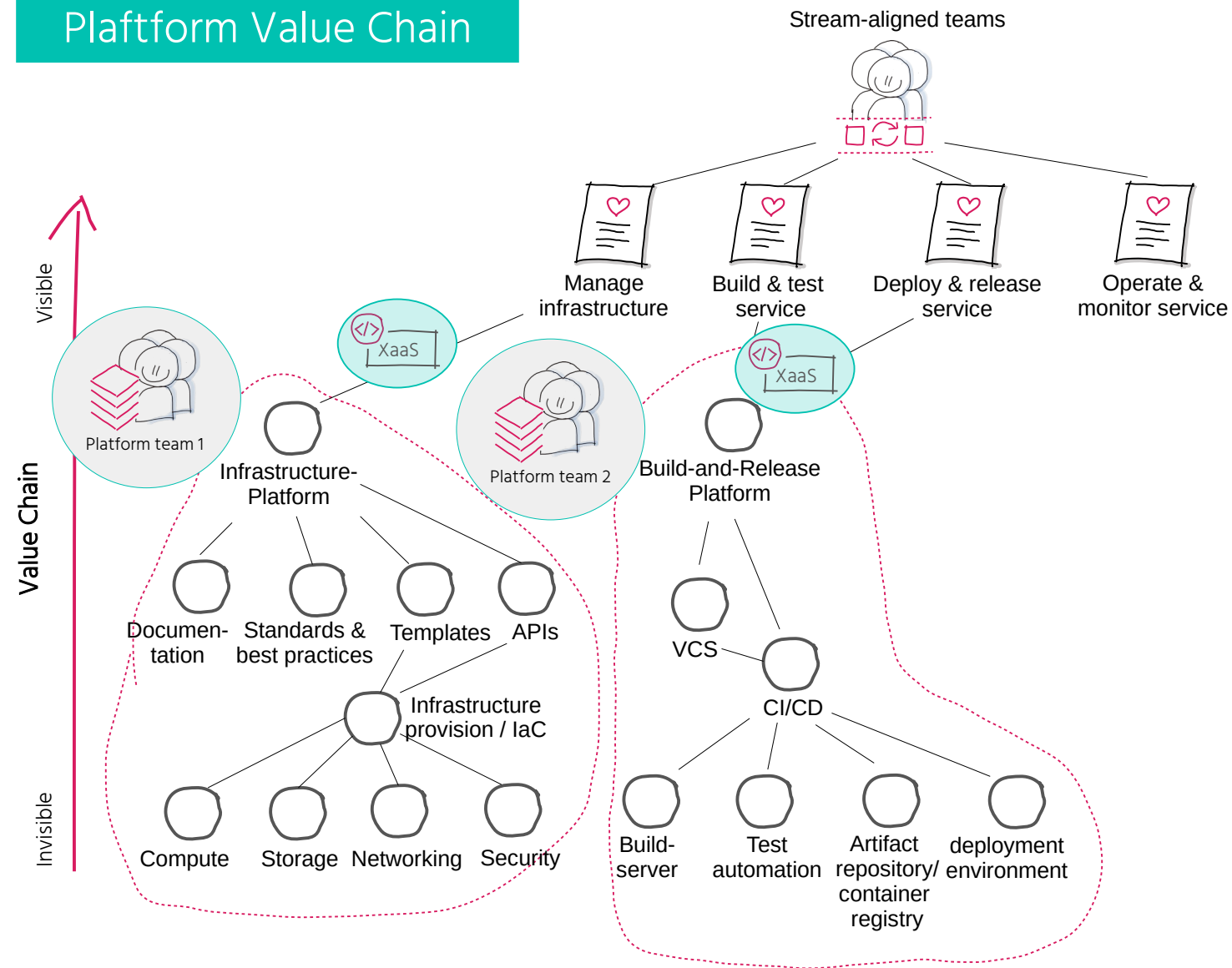
Visualising
Future Landscape

Deriving Future
Team Organization

As-Is

To-Be

Platform Value Chain



Analyzing
Current Teams

Assessing
Flow of Change

Visualising
Current Landscape

Categorizing
Problem Space

Modularizing
Solution Space

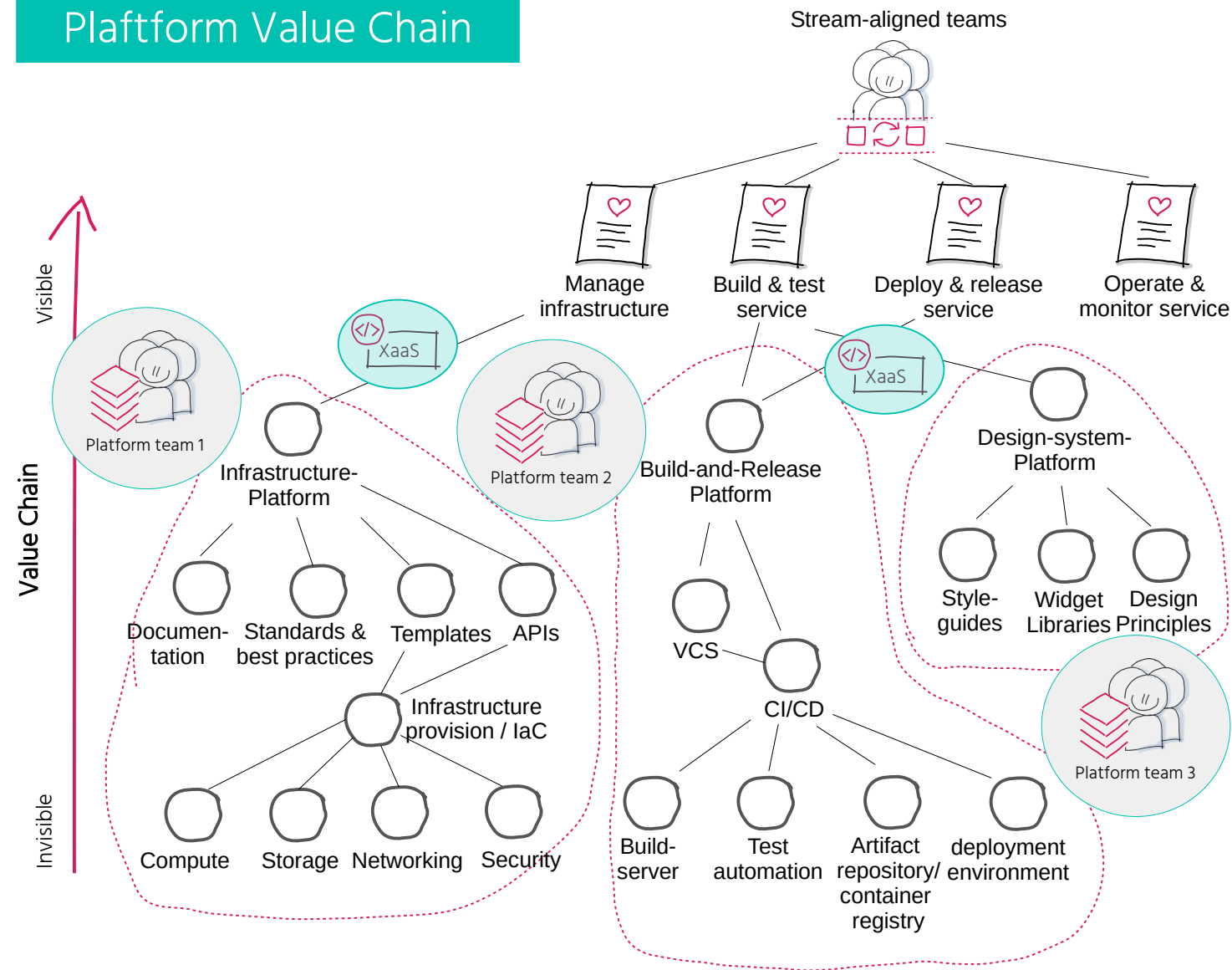
Visualising
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Platform Value Chain



Analyzing
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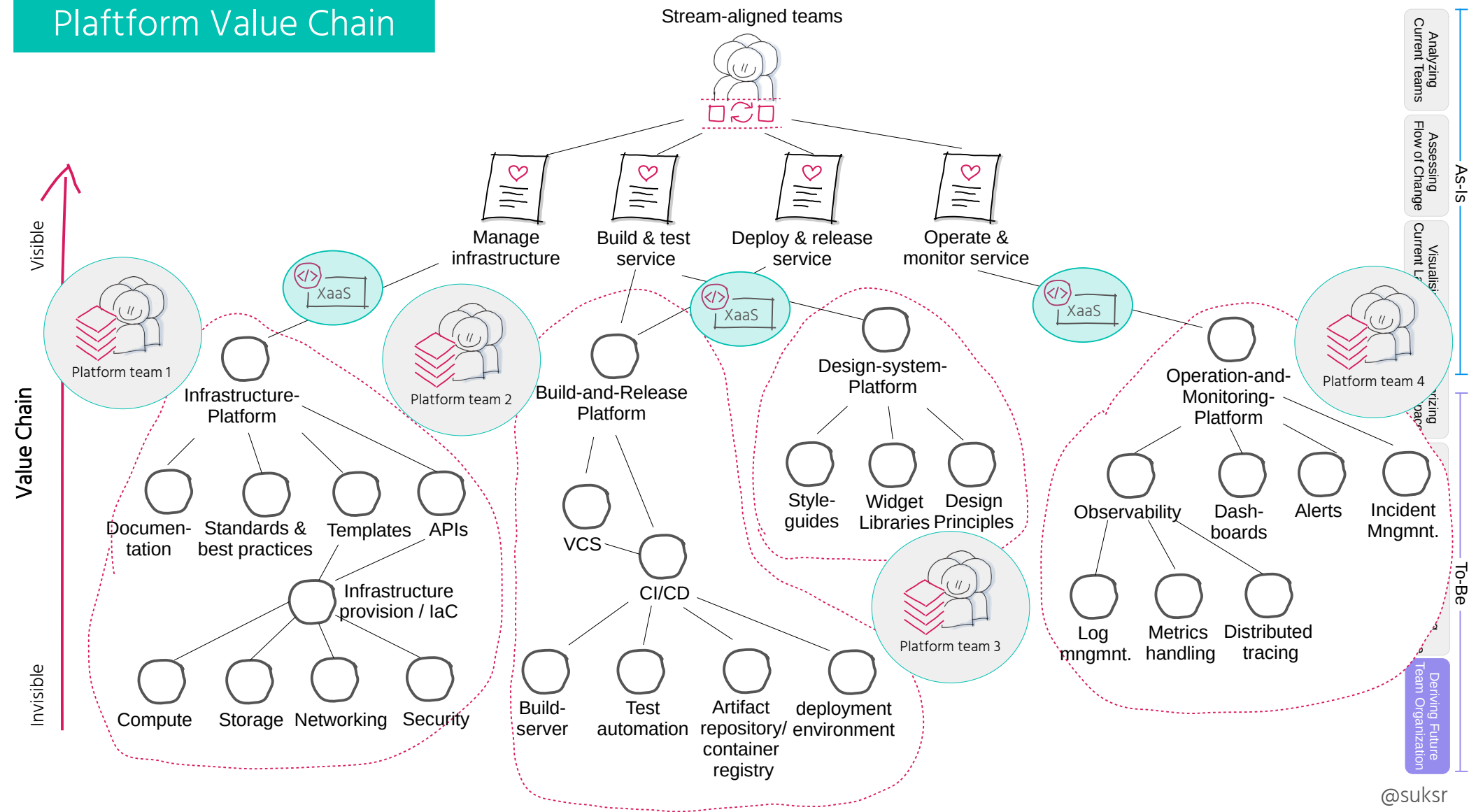
Visualising
Future Landscape

Deriving Future
Team Organization

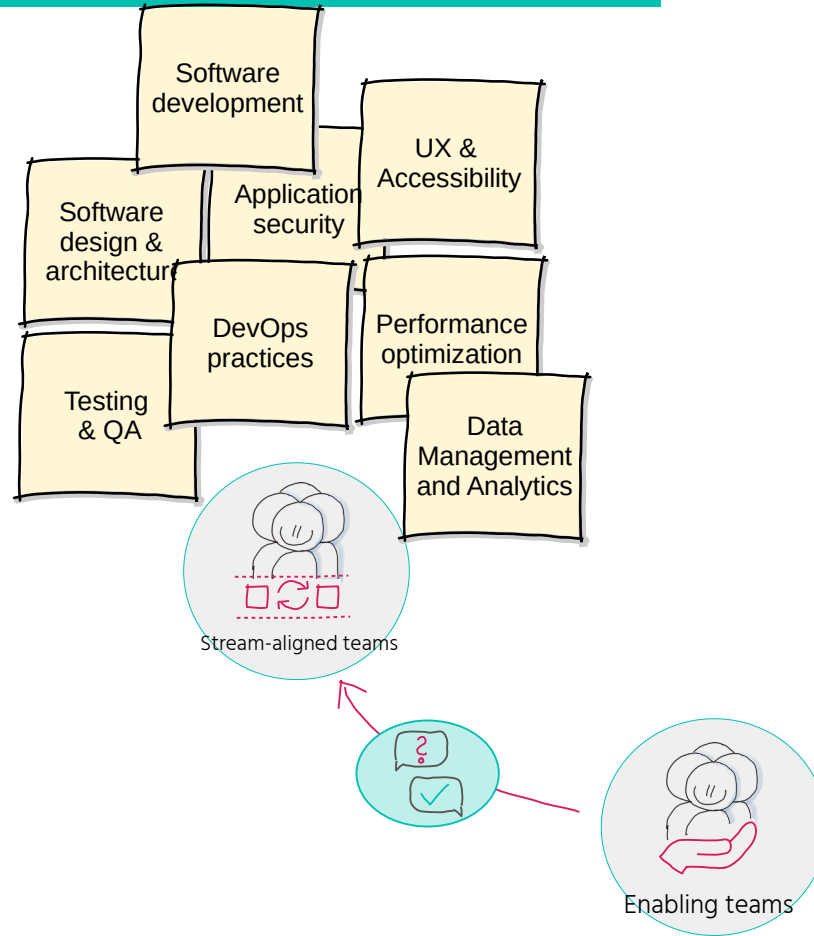
As-Is

To-Be

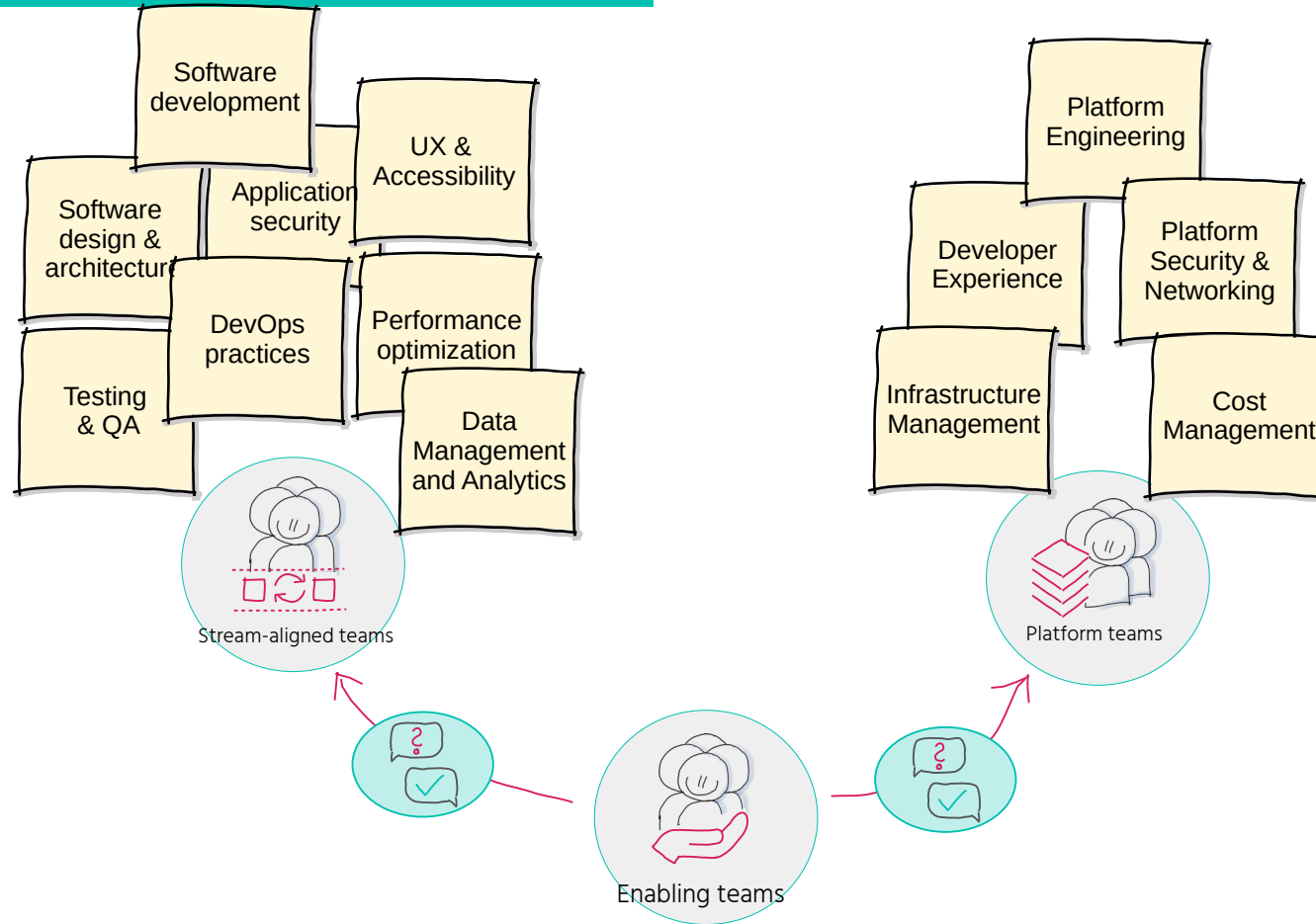
Platform Value Chain



Upskilling Teams on Missing Capabilities



Upskilling Teams on Missing Capabilities



Analyzing
Current Teams

Assessing
Flow of Change

Visualising
Current Landscape

Categorizing
Problem Space

Modularizing
Solution Space

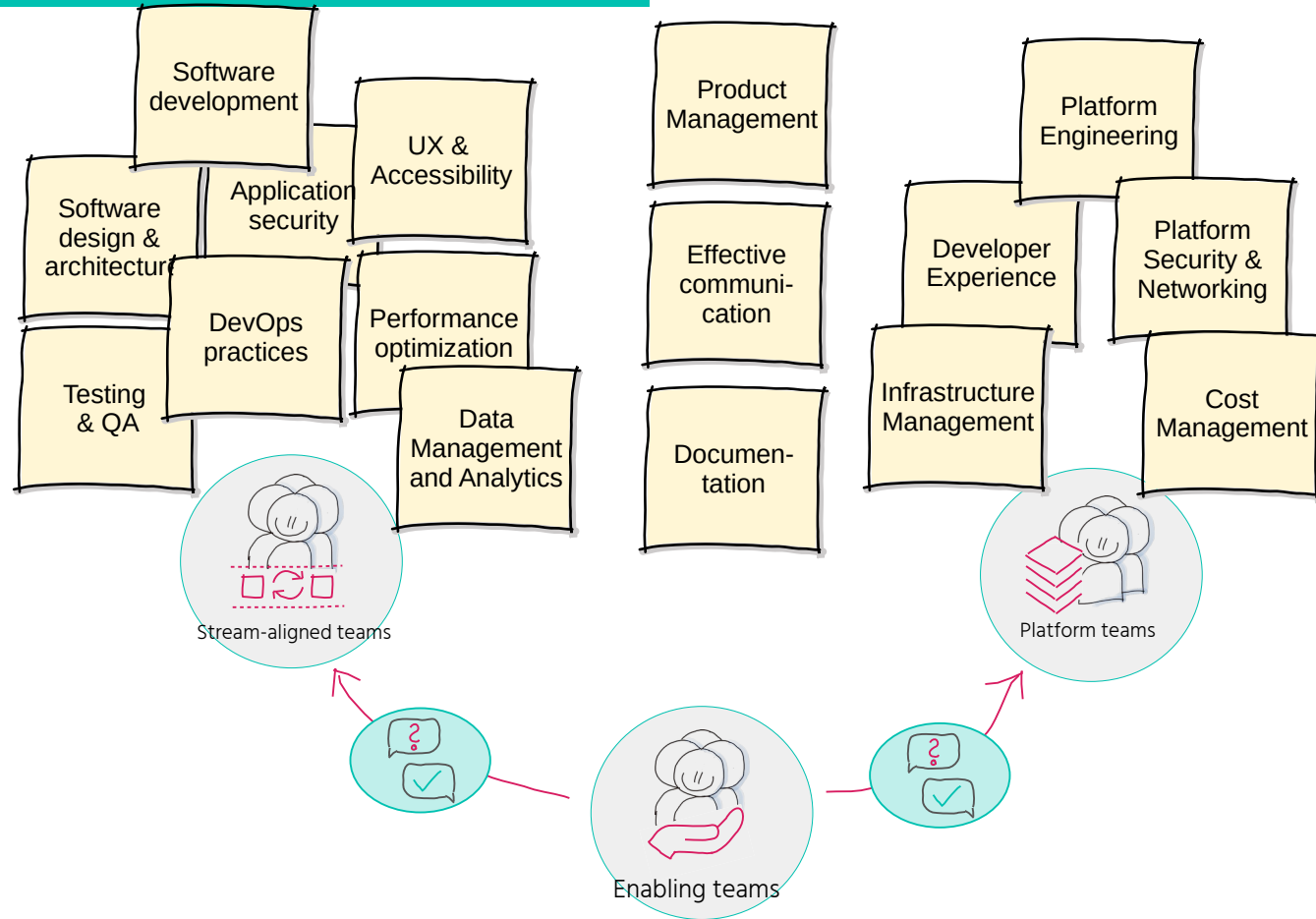
Visualising
Future Landscape

Deriving Future
Team Organization

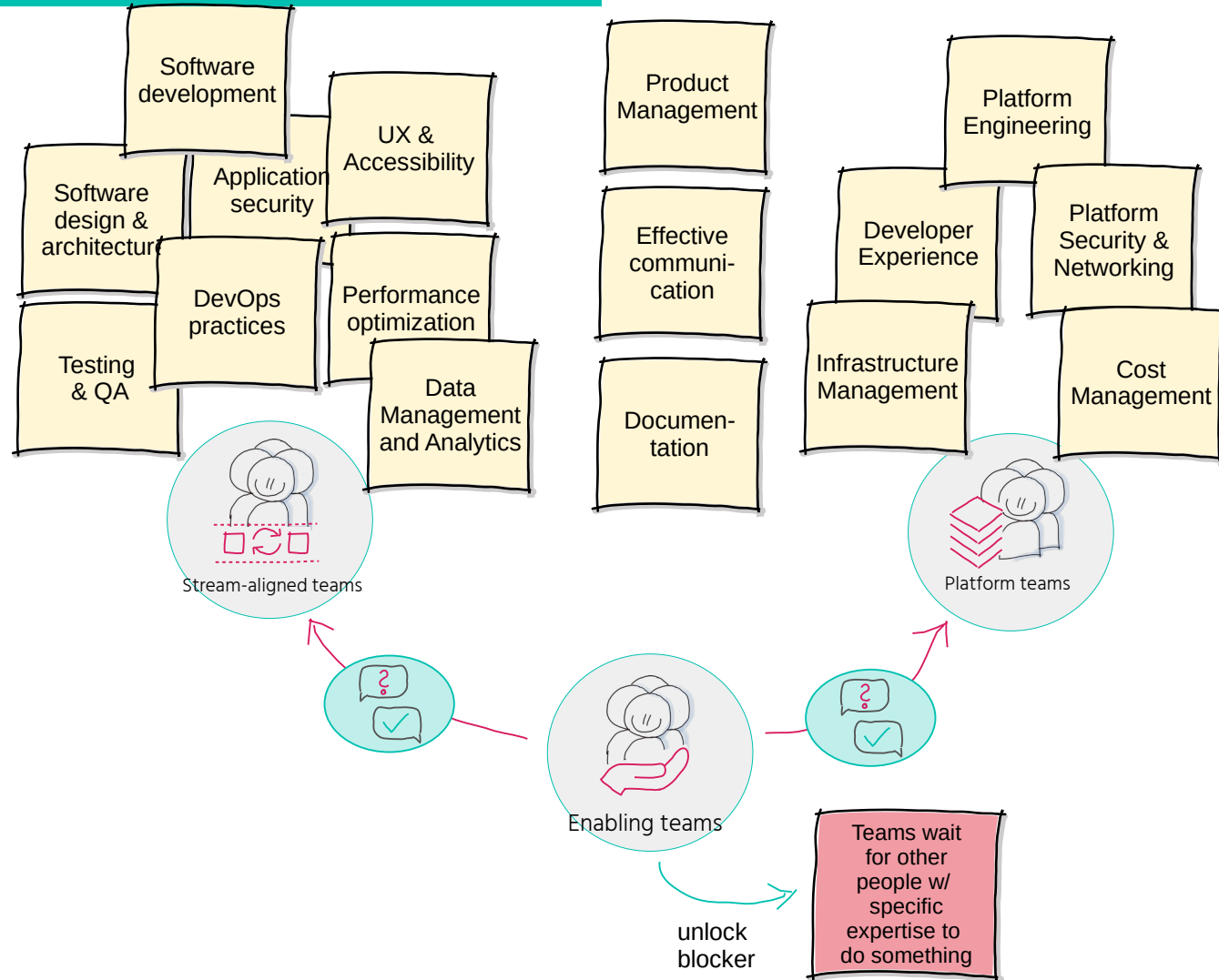
As-Is

To-Be

Upskilling Teams on Missing Capabilities



Upskilling Teams on Missing Capabilities



Analyzing
Current Teams

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Visualising
Current Landscape

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Problem Space

Modularizing
Solution Space

Visualising
Future Landscape

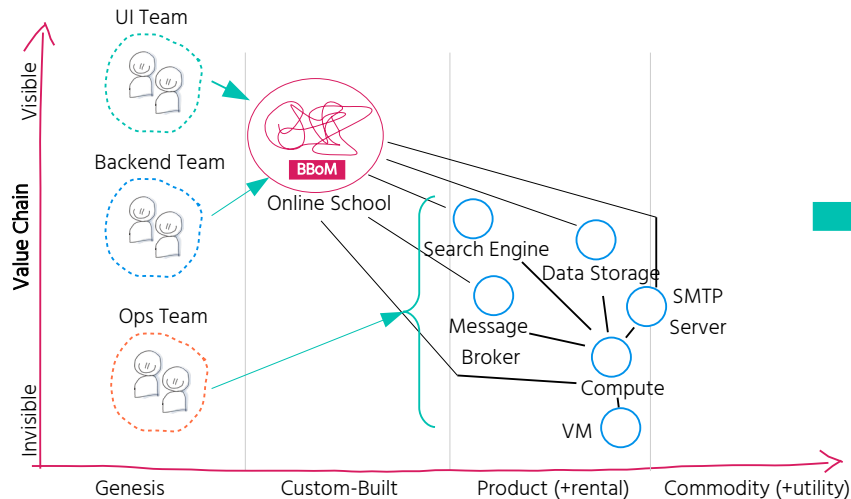
Deriving Future
Team Organization

As-Is

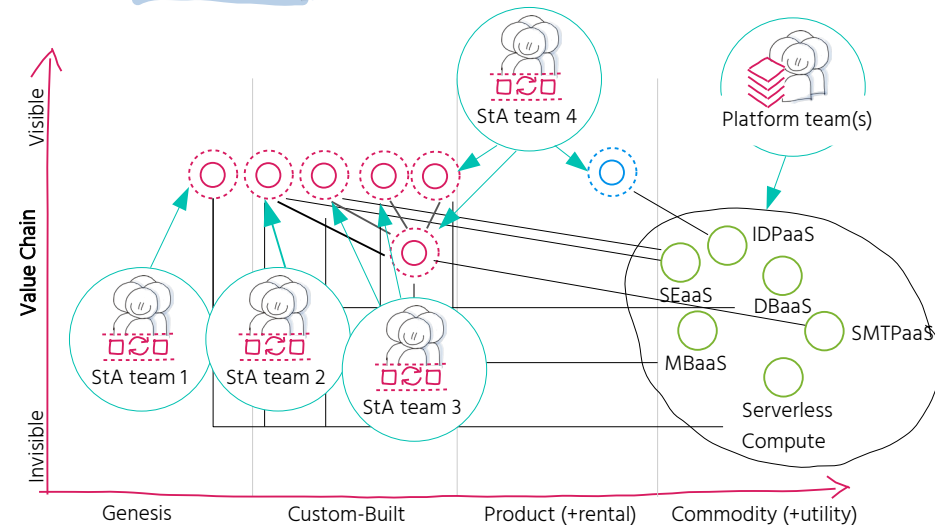
To-Be

Unlocking Blockers to Flow

Monolithic,
tightly coupled
big ball of mud
w/ messy
model & fuzzy
boundaries



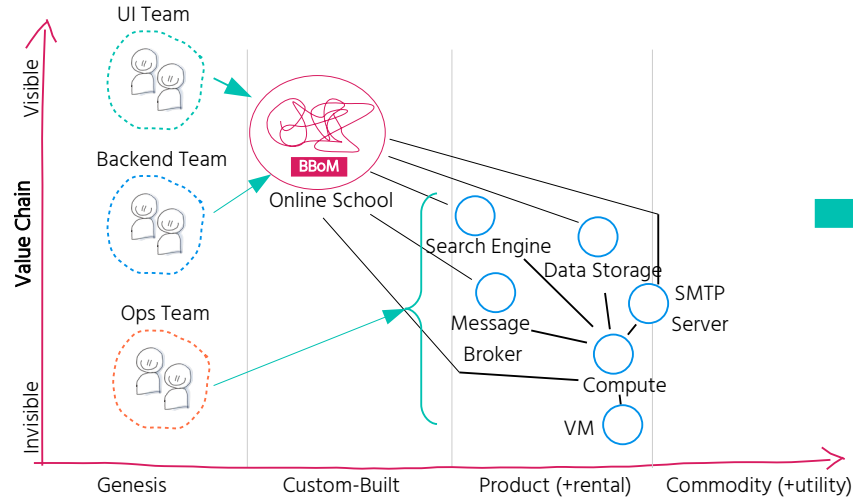
Modular,
well-
encapsulated,
loosely coupled
architecture w/
bounded contexts



Unlocking Blockers to Flow

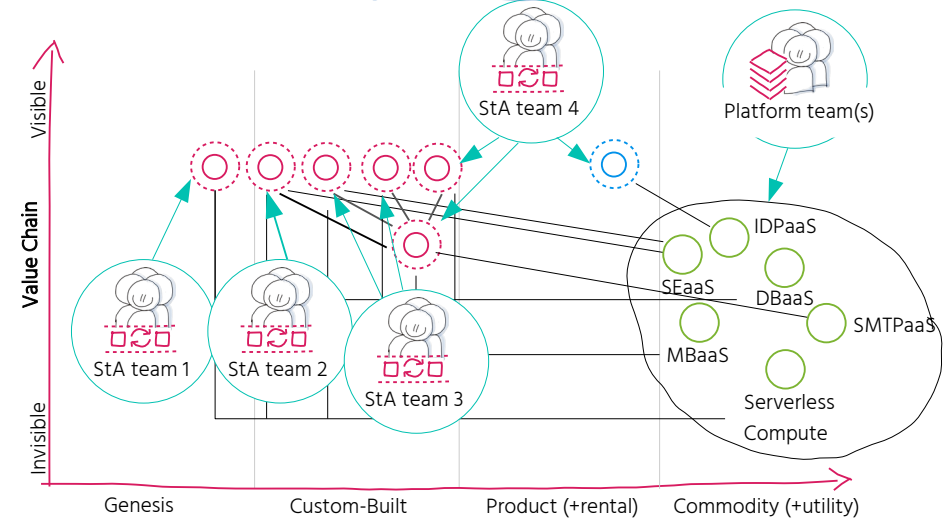
Monolithic,
tightly coupled
big ball of mud
w/ messy
model & fuzzy
boundaries

Custom-
building
non-
differentiating
components

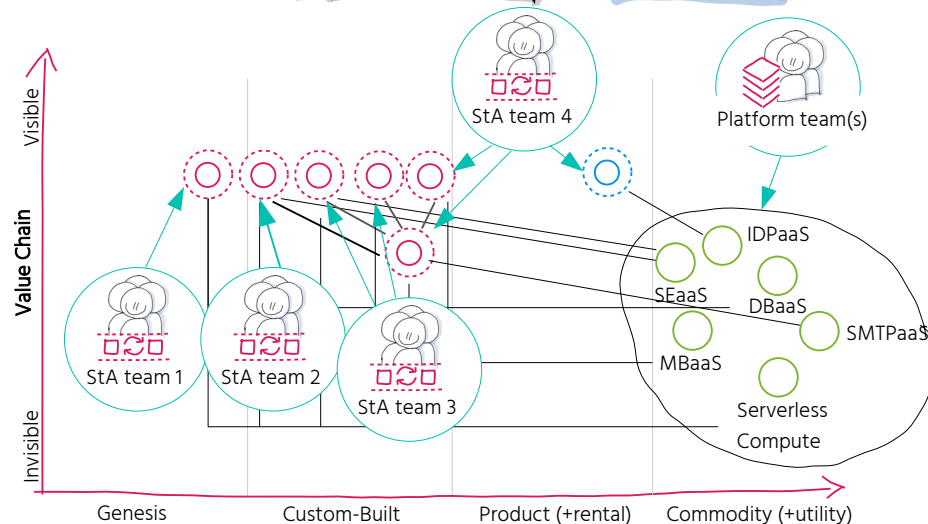
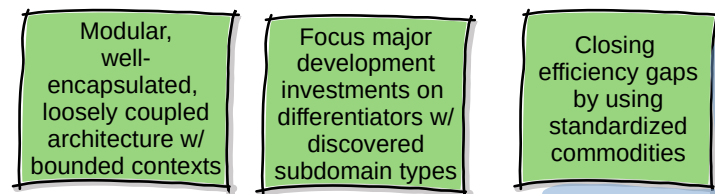
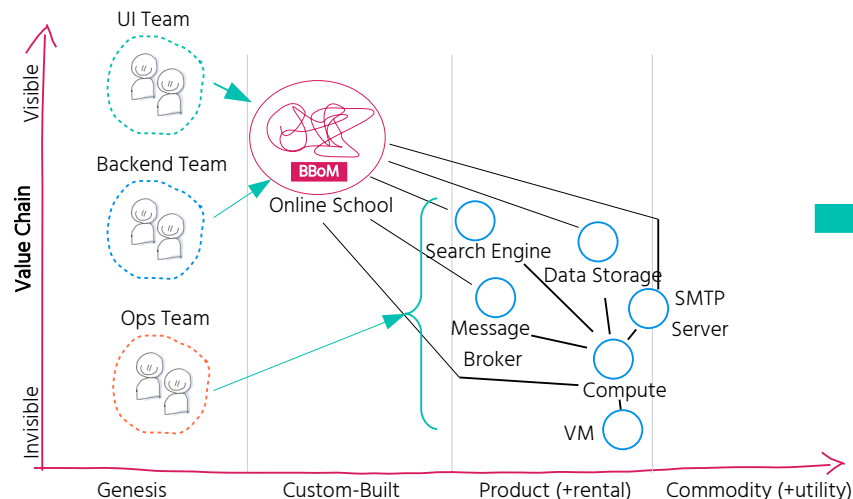
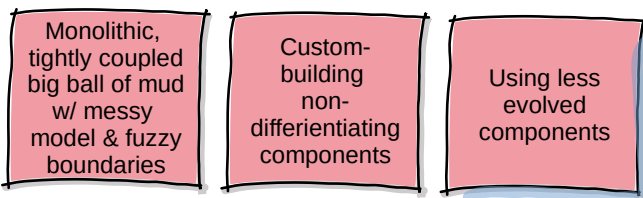


Modular,
well-
encapsulated,
loosely coupled
architecture w/
bounded contexts

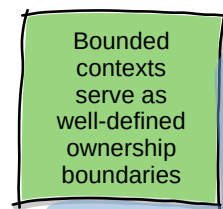
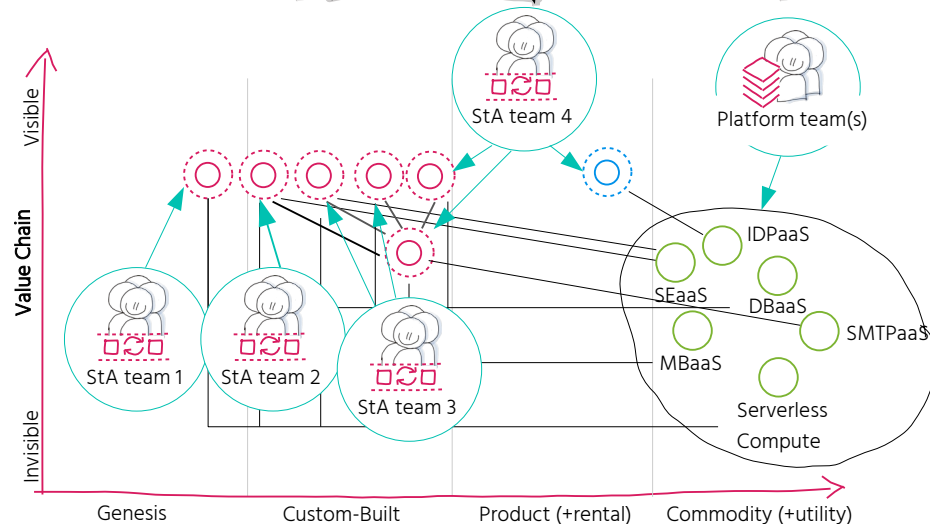
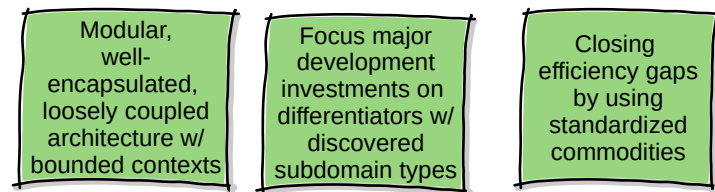
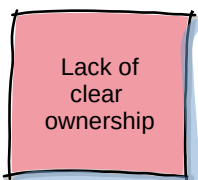
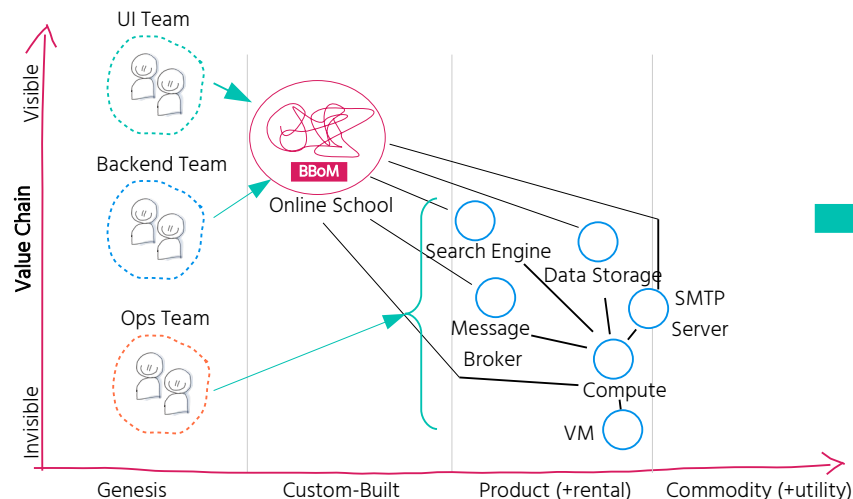
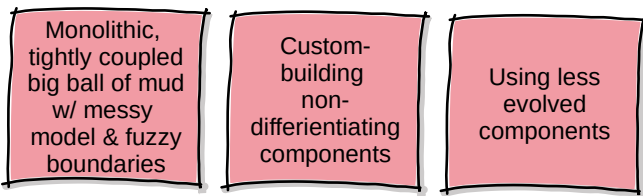
Focus major
development
investments on
differentiators w/
discovered
subdomain types



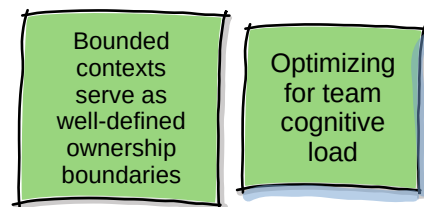
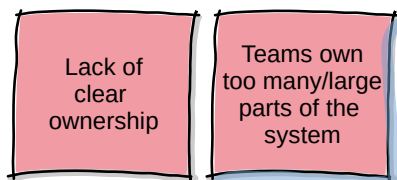
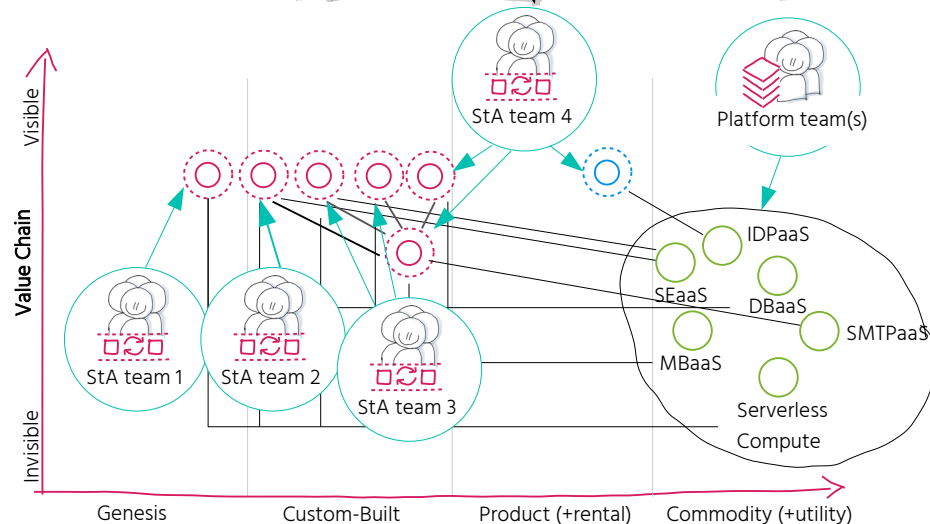
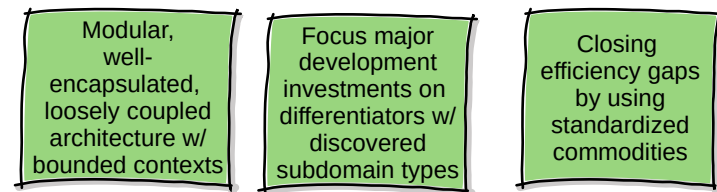
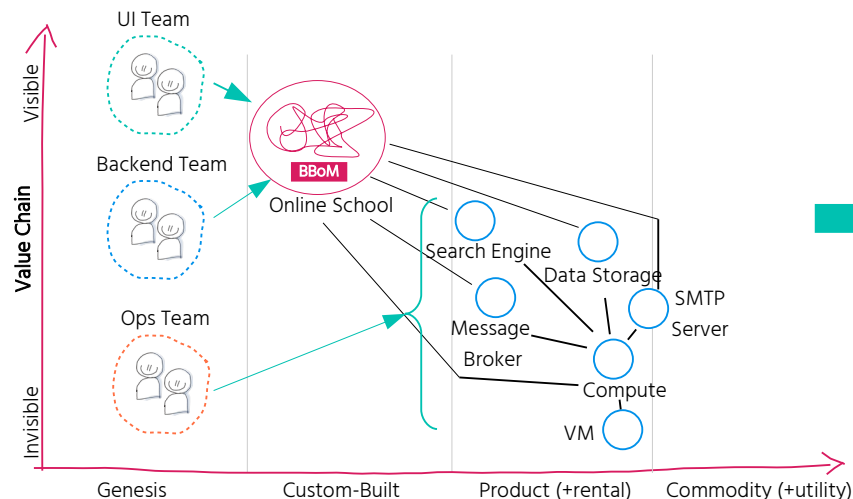
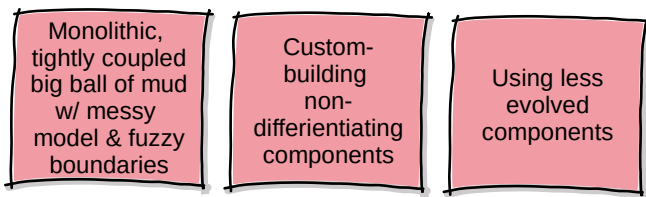
Unlocking Blockers to Flow



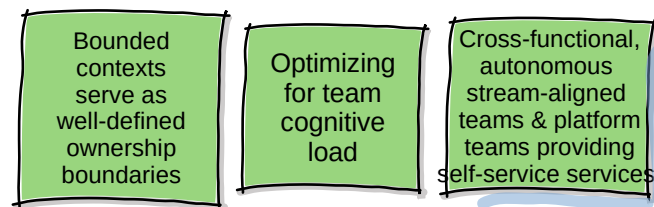
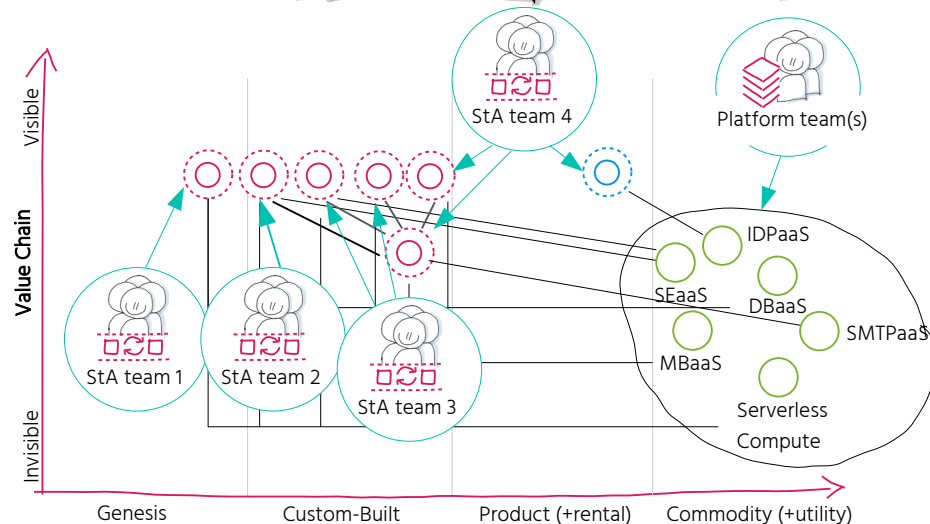
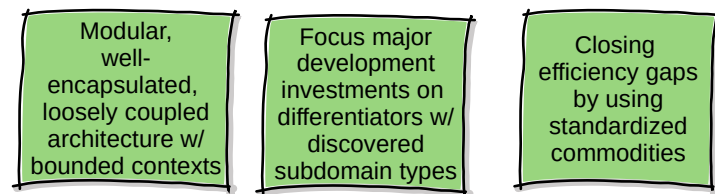
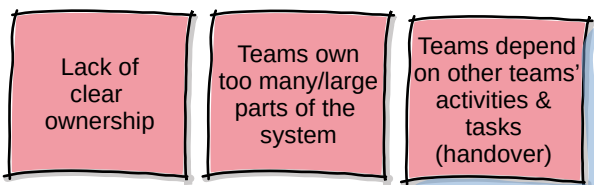
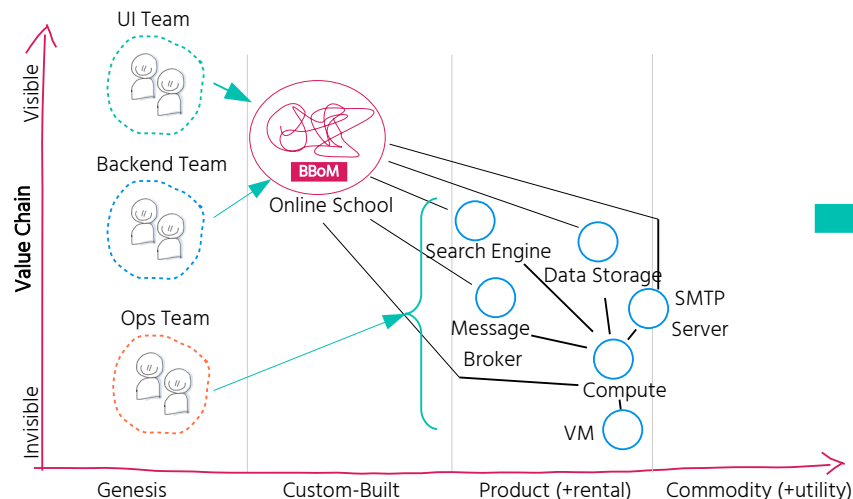
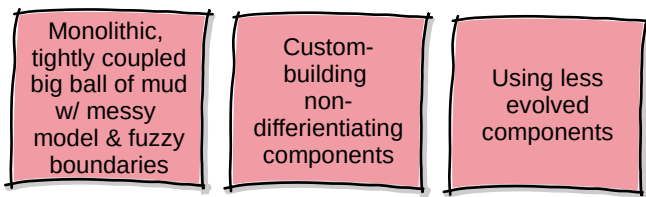
Unlocking Blockers to Flow



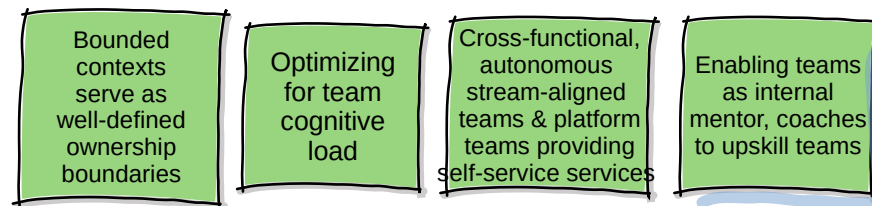
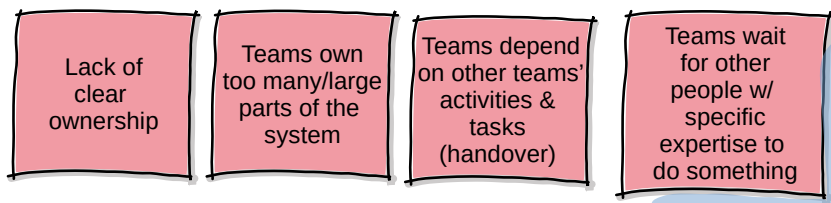
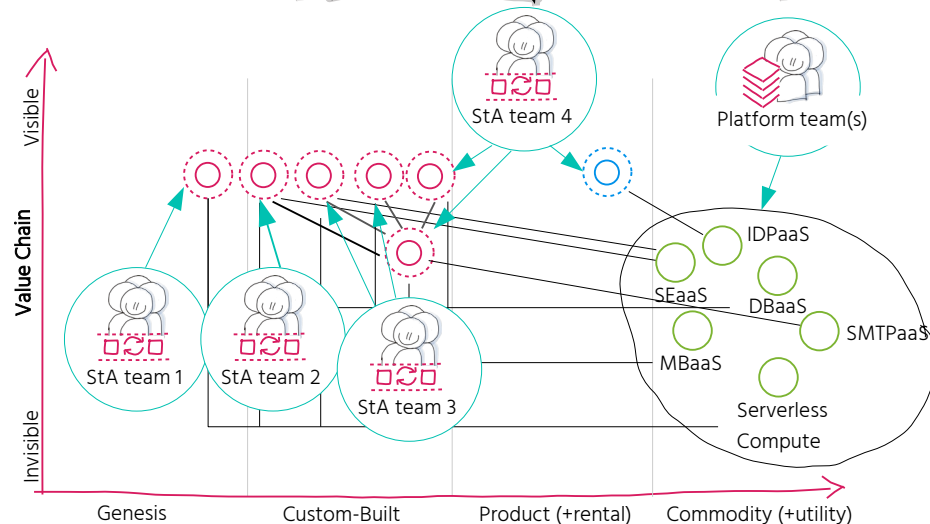
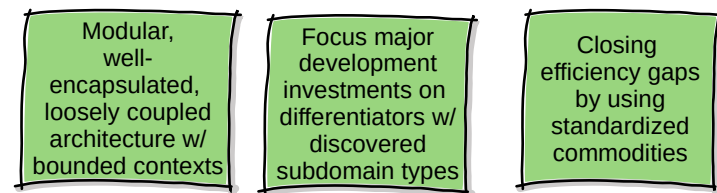
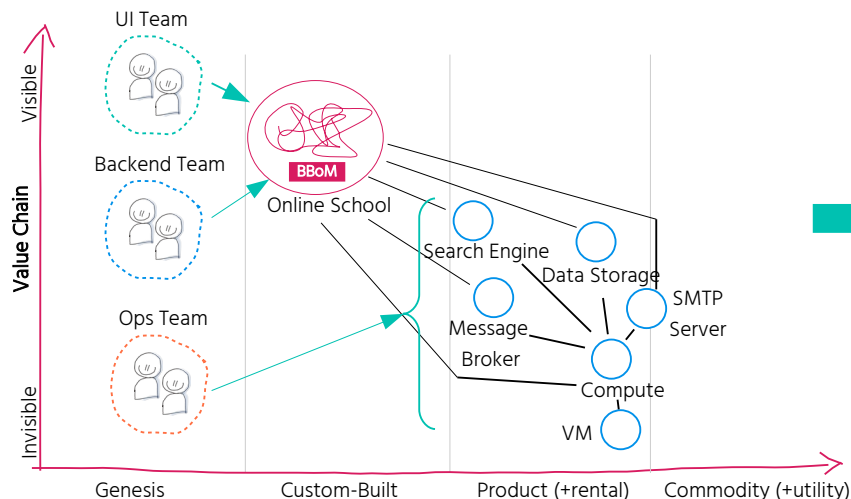
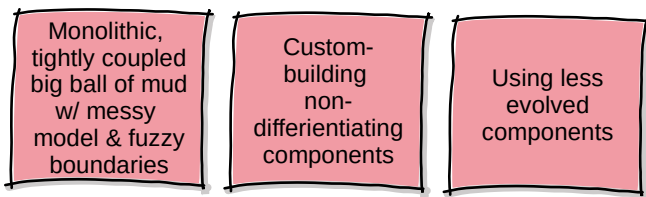
Unlocking Blockers to Flow



Unlocking Blockers to Flow



Unlocking Blockers to Flow



Architecture for Flow Canvas



1 Current Teams & Ways of Working

What are the current teams (structure)?
What parts/modules of the system do they own?
What are their team sizes?
What are the current team dependencies?
What are the current team interaction modes (PR, inner source, weekly/monthly cross-team meetings, etc)?
What are their current practices? (e.g. kanban, scrum, planning techniques, etc.)

2 Current Flow

What works well in the flow?
What blocks the current flow?

Flow of Changes / Value

3 Current Business Landscape

Visualizing the business landscape with Wardley Maps

Order to create a Wardley Map

4

Building the right thing right

5 Modularity in the Solution Space

Decomposing solution space into bounded contexts (design decisions)

E.g. with EventDriven

7 Future Team Ownership Boundaries

Identifying future team ownership boundaries

Bounded Contexts or capabilities for stream-aligned teams

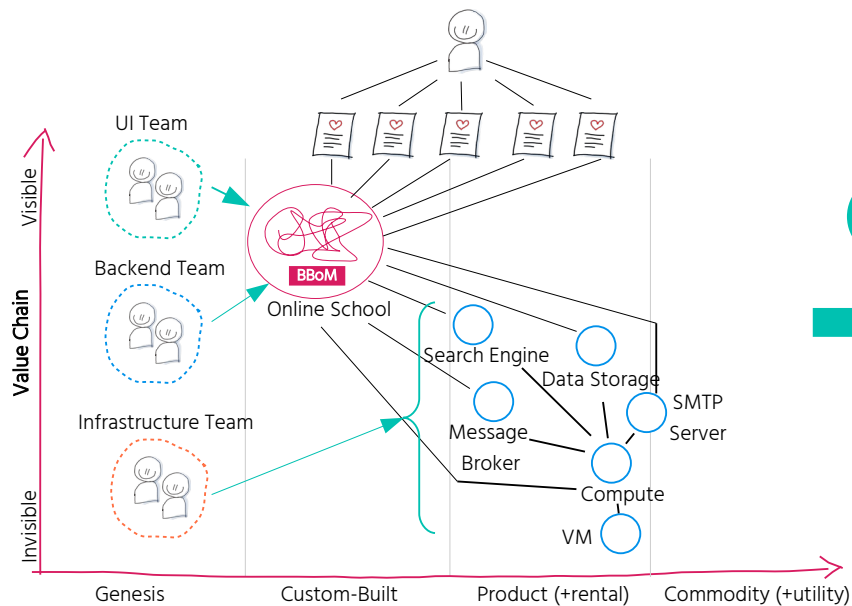
What is necessary in order to make the stream-aligned teams flowing on their last line of change?

8 Future Team Constellation & Interaction Modes

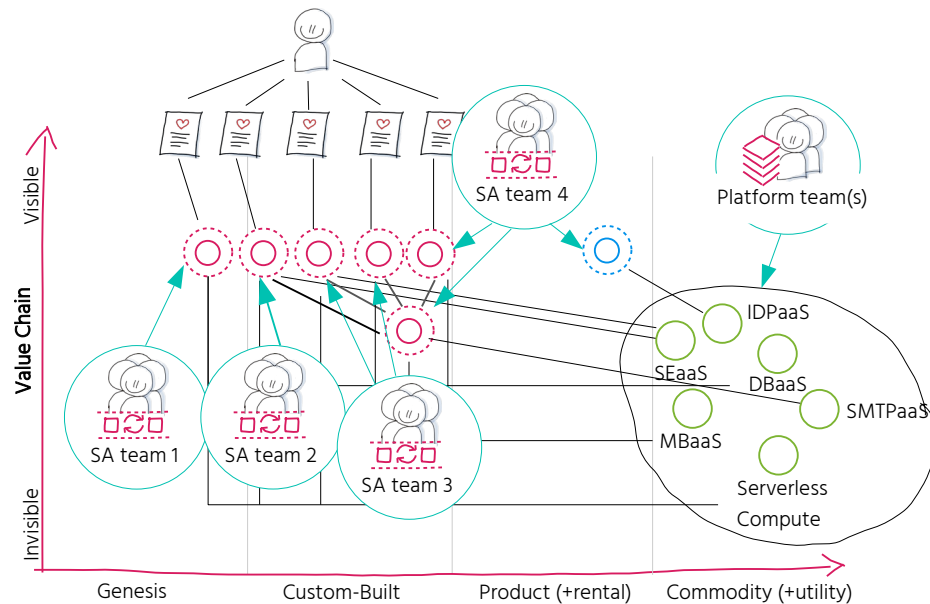
Team Type

Interaction Mode

Next Steps: How to Transition?



As-Is



To-Be

Next Steps: Reverse Conway Maneuver

Restructure
the organisation
to achieve the
desired
architecture



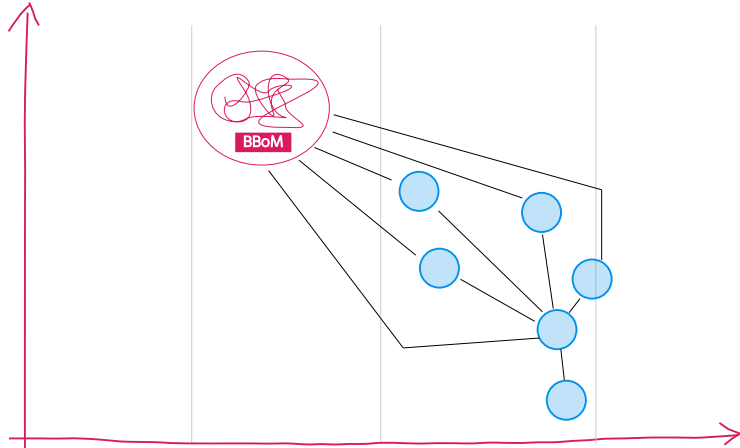
Frontend teams



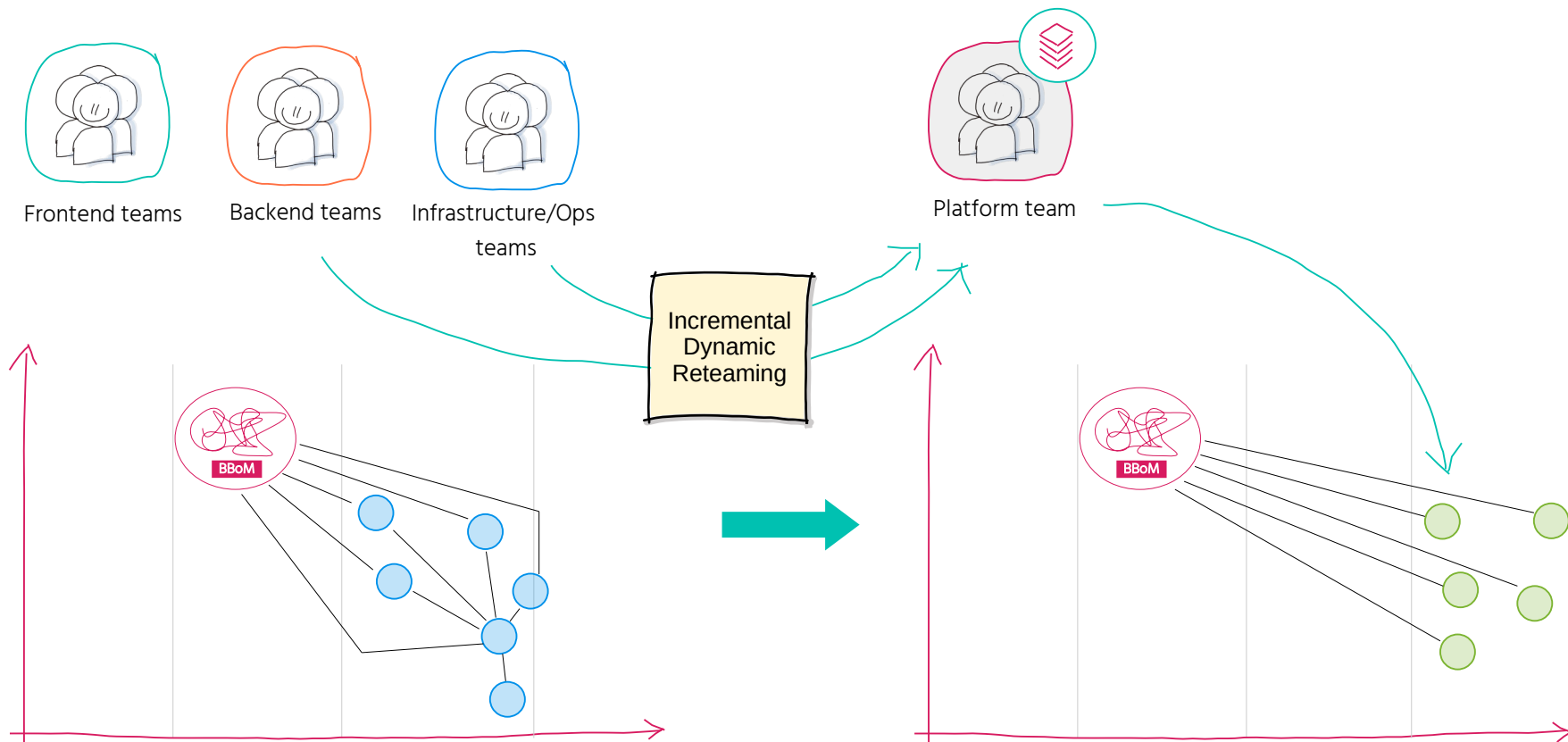
Backend teams



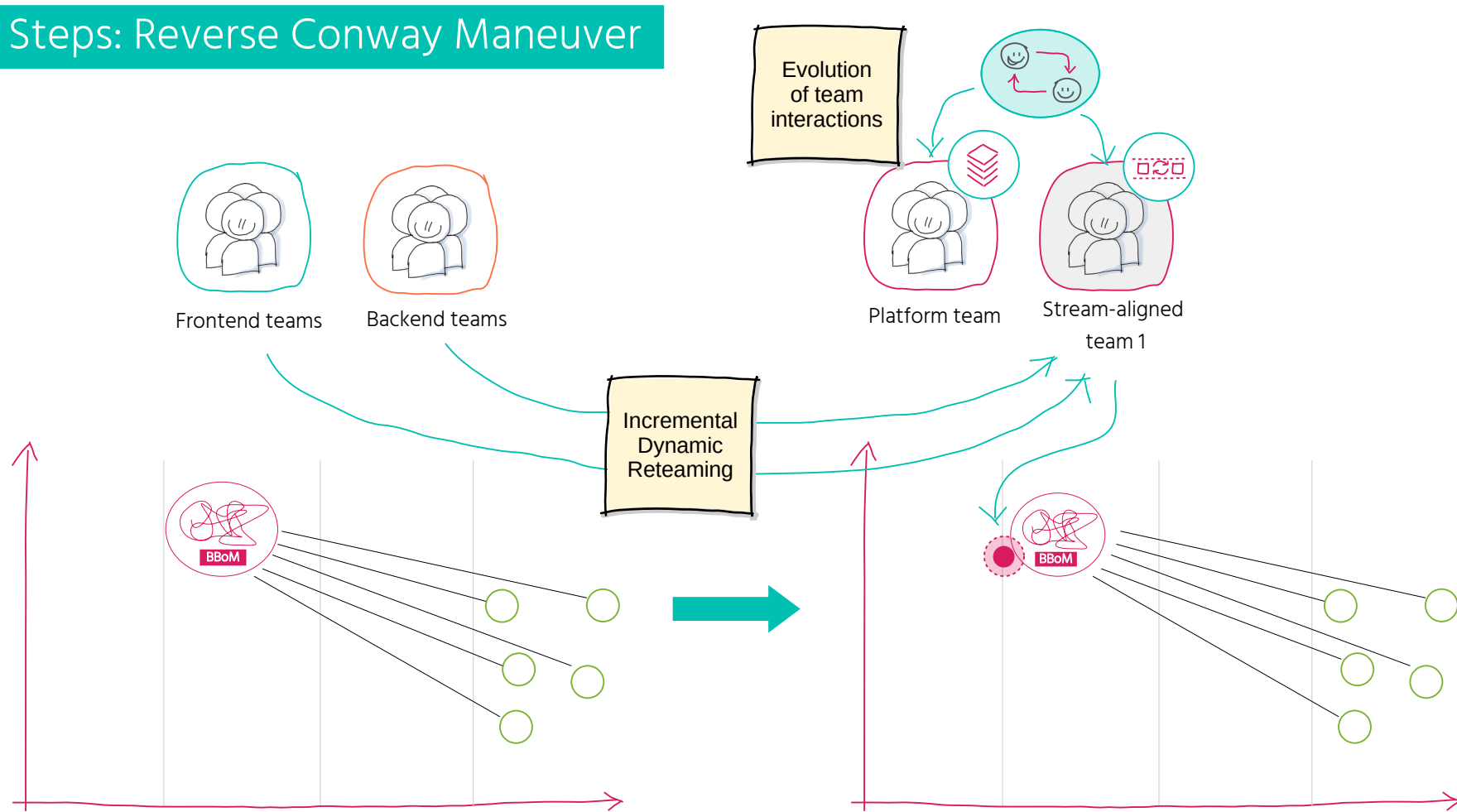
Infrastructure/Ops
teams



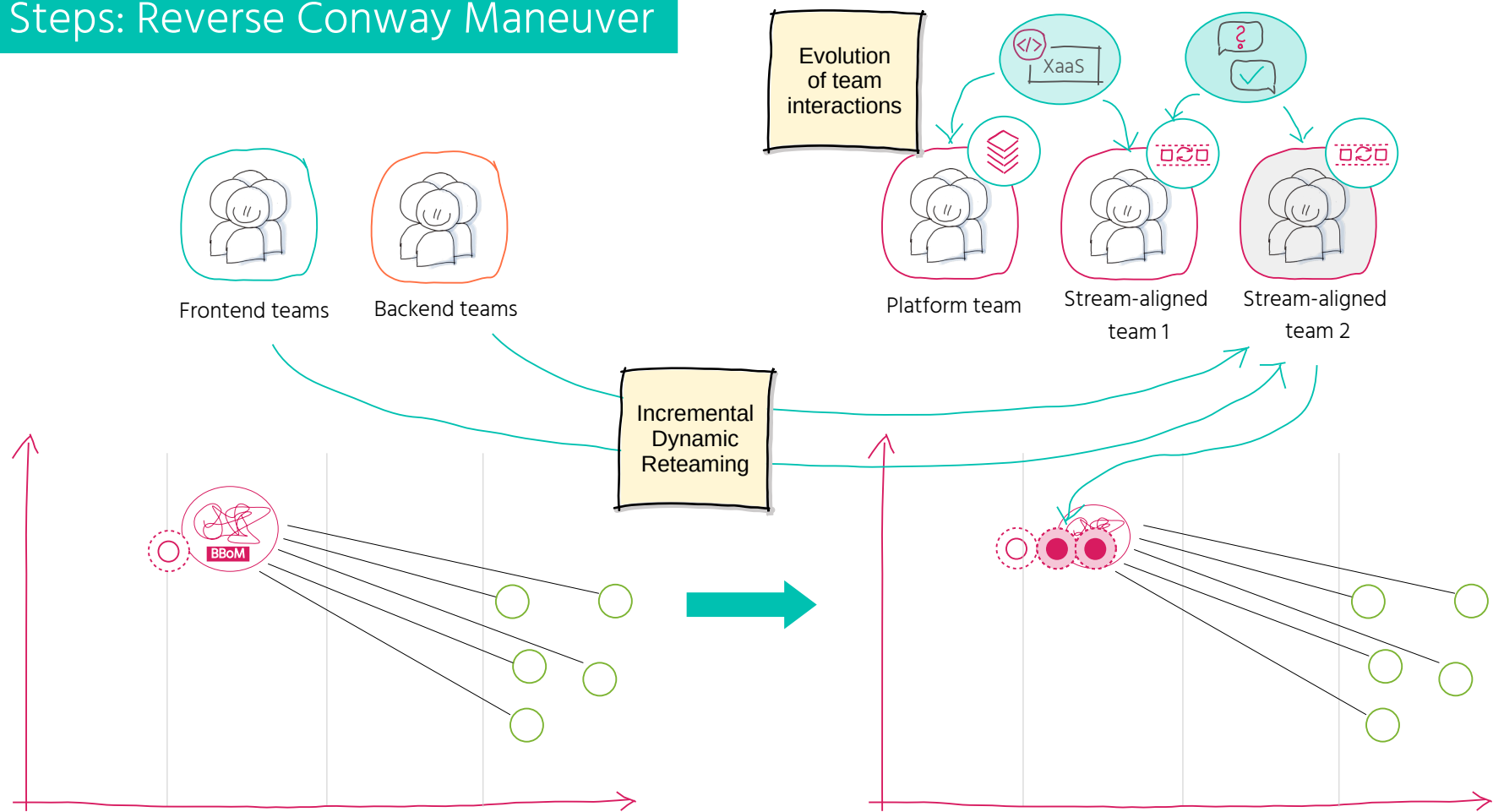
Next Steps: Reverse Conway Maneuver



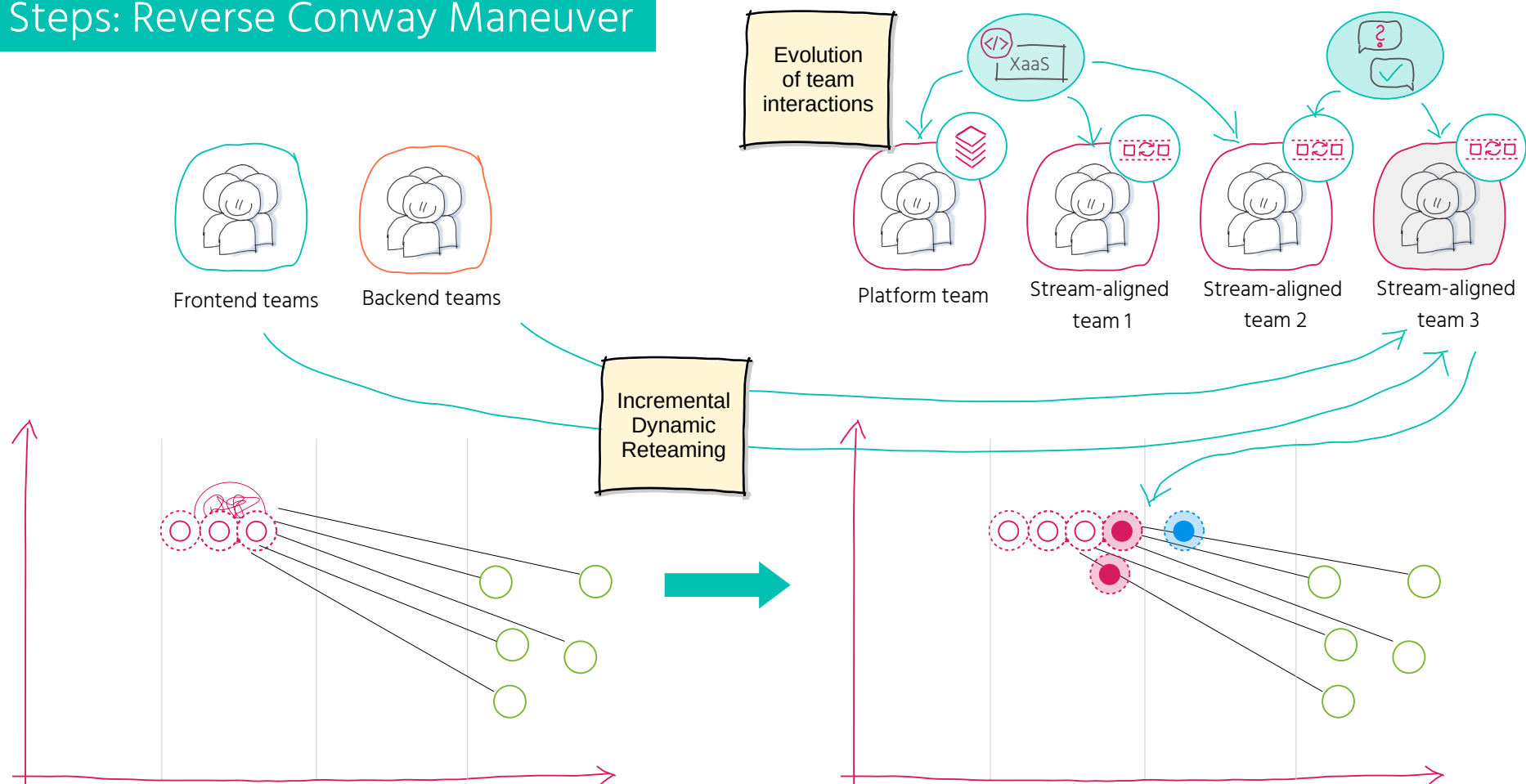
Next Steps: Reverse Conway Maneuver



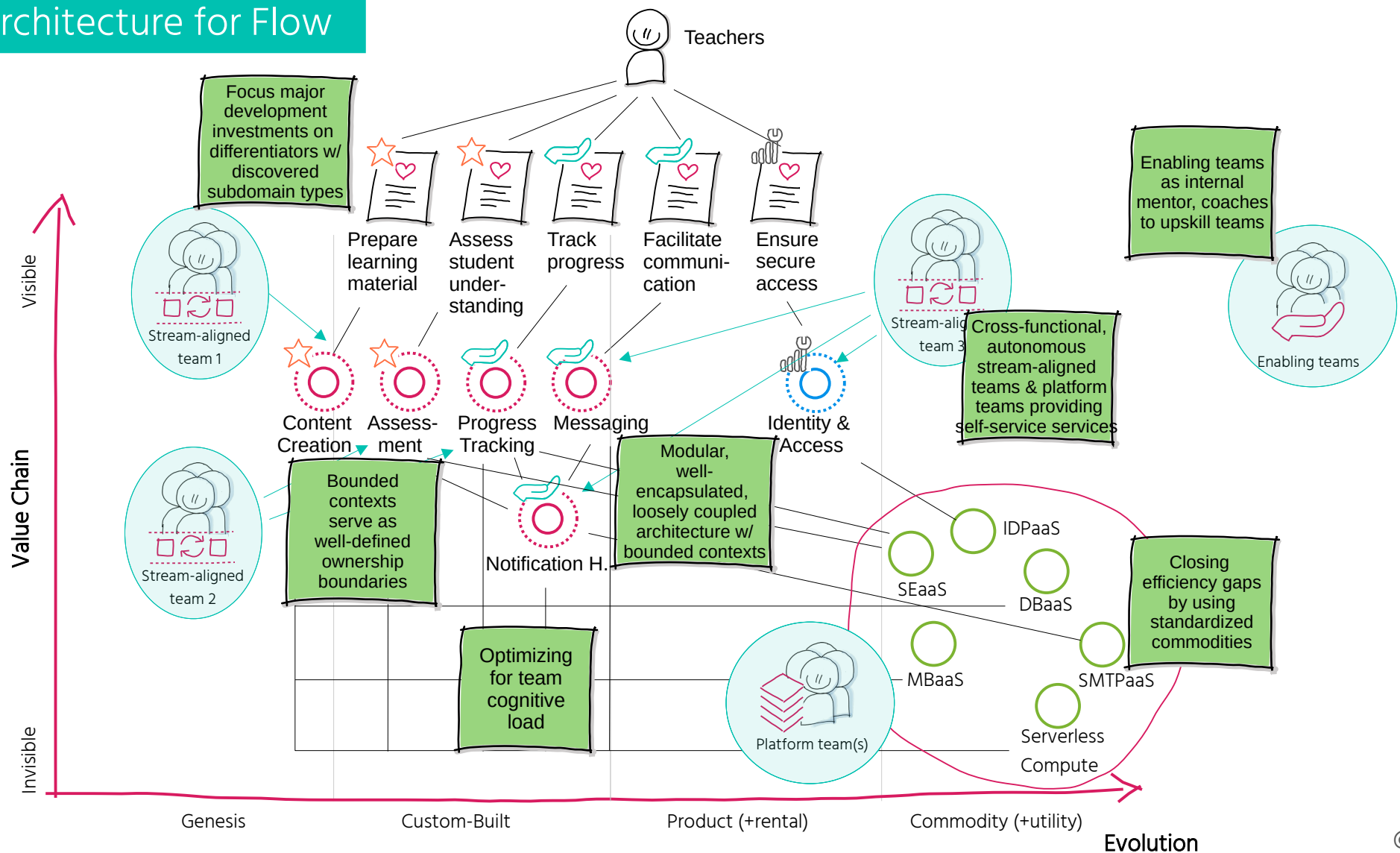
Next Steps: Reverse Conway Maneuver



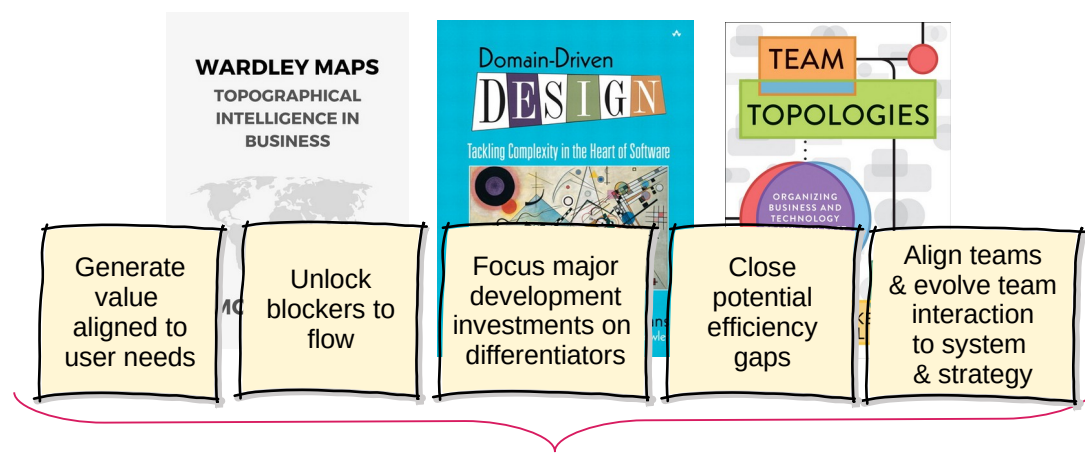
Next Steps: Reverse Conway Maneuver



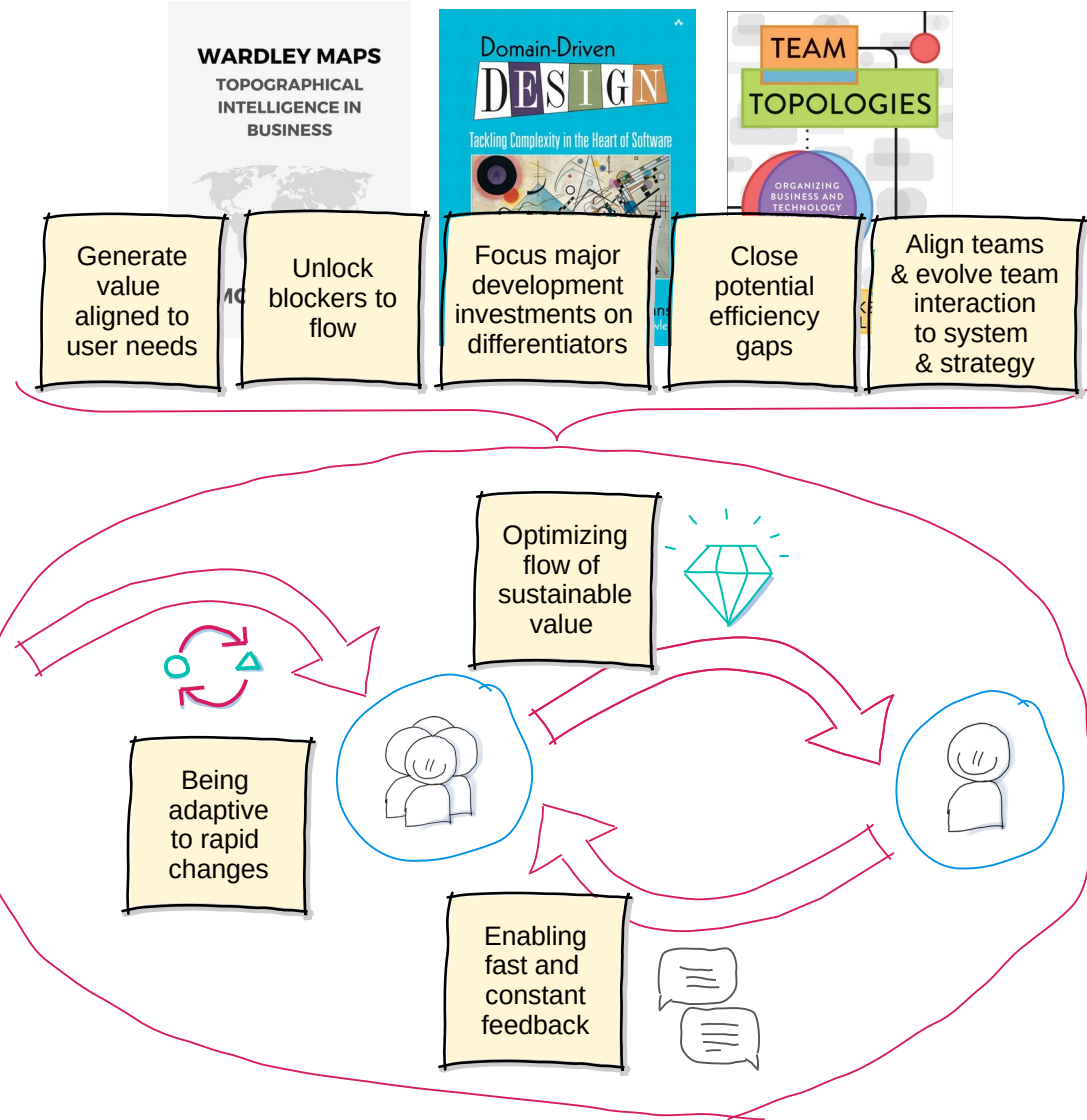
Architecture for Flow



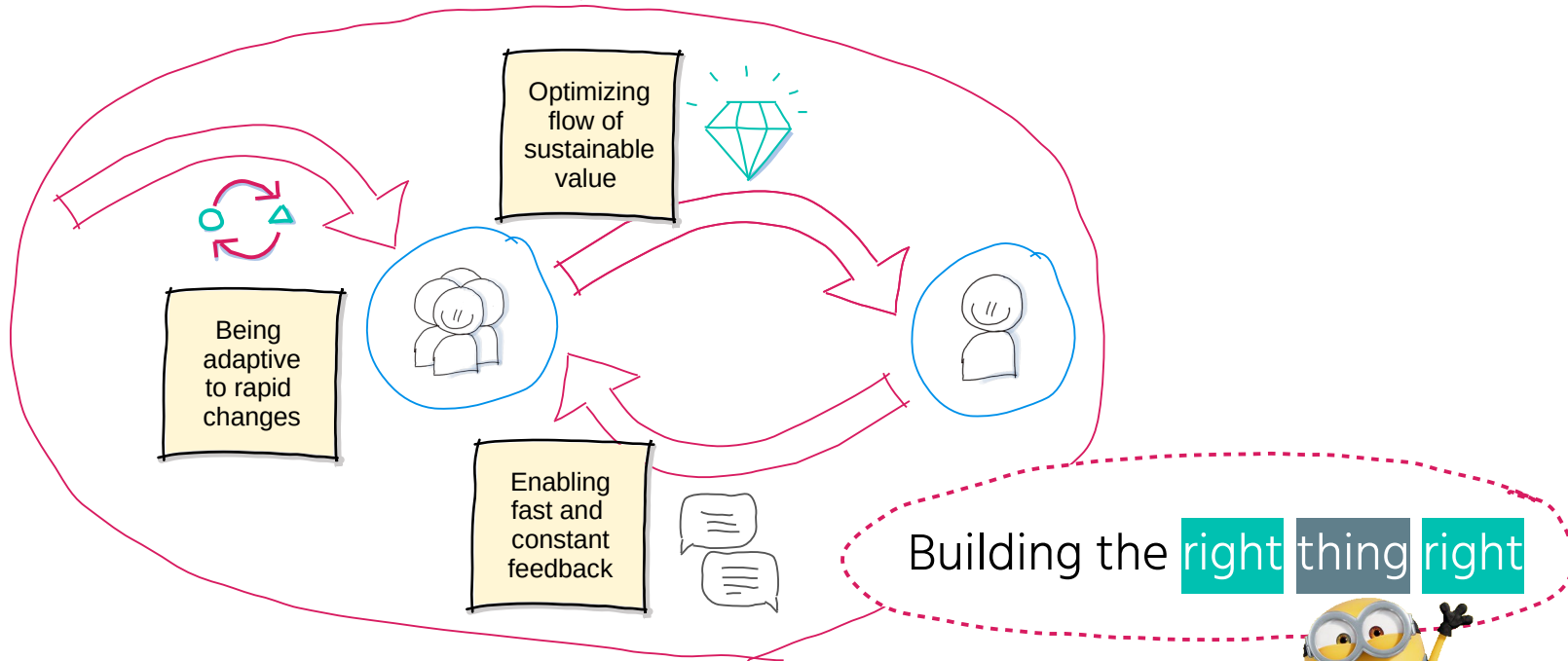
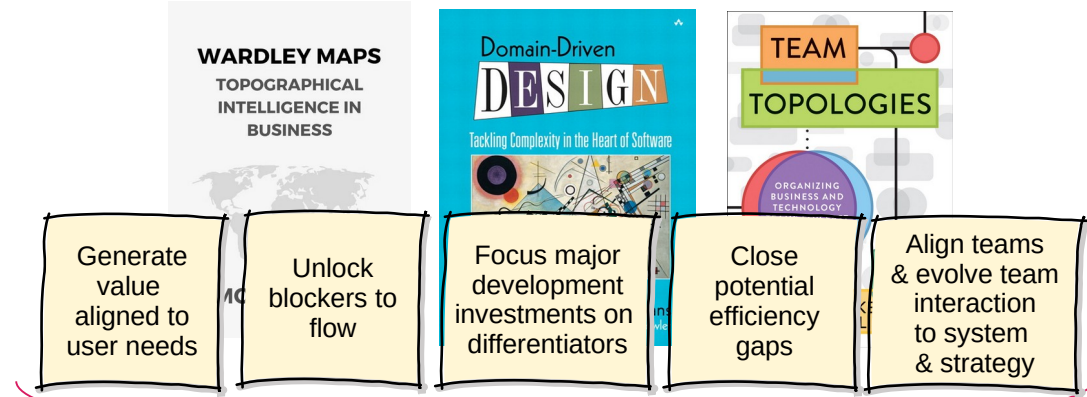
Summary



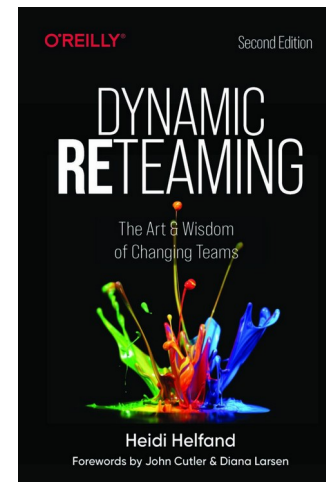
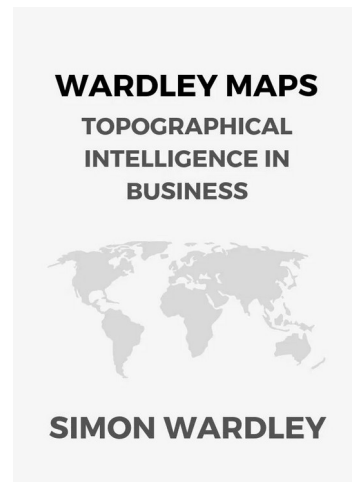
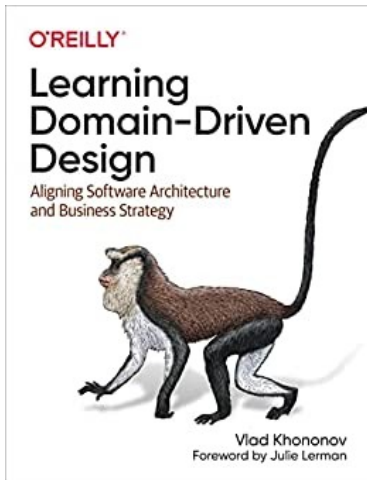
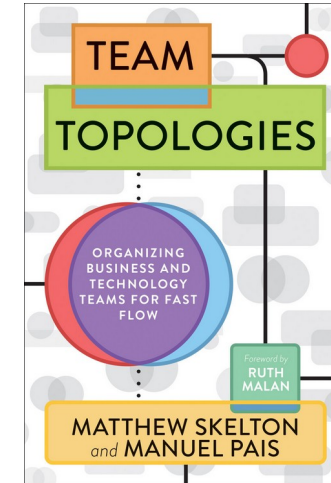
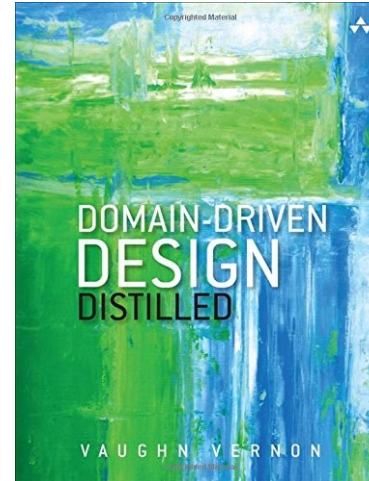
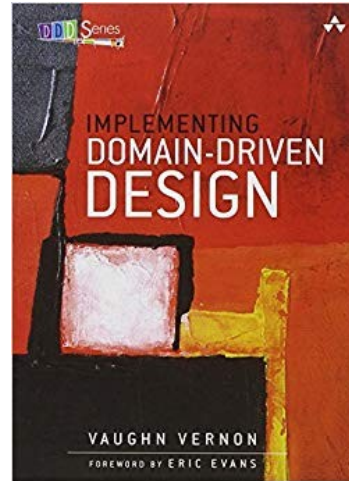
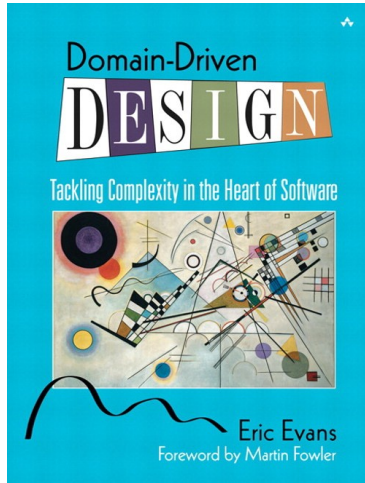
Summary



Summary

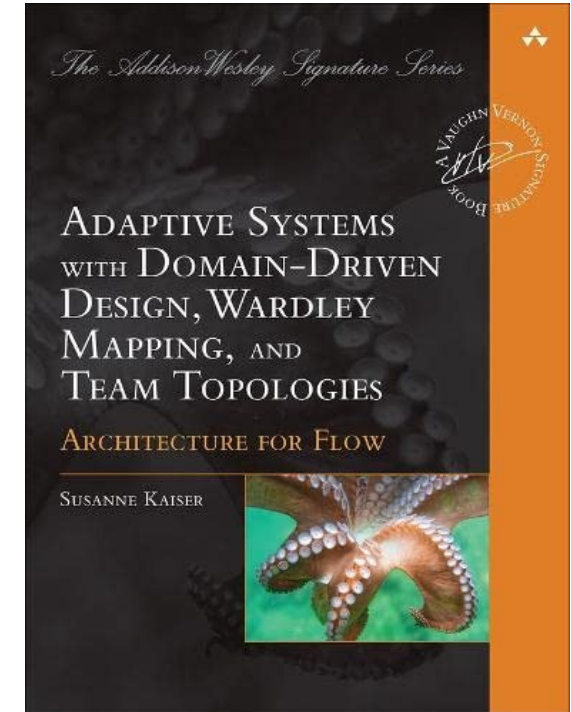
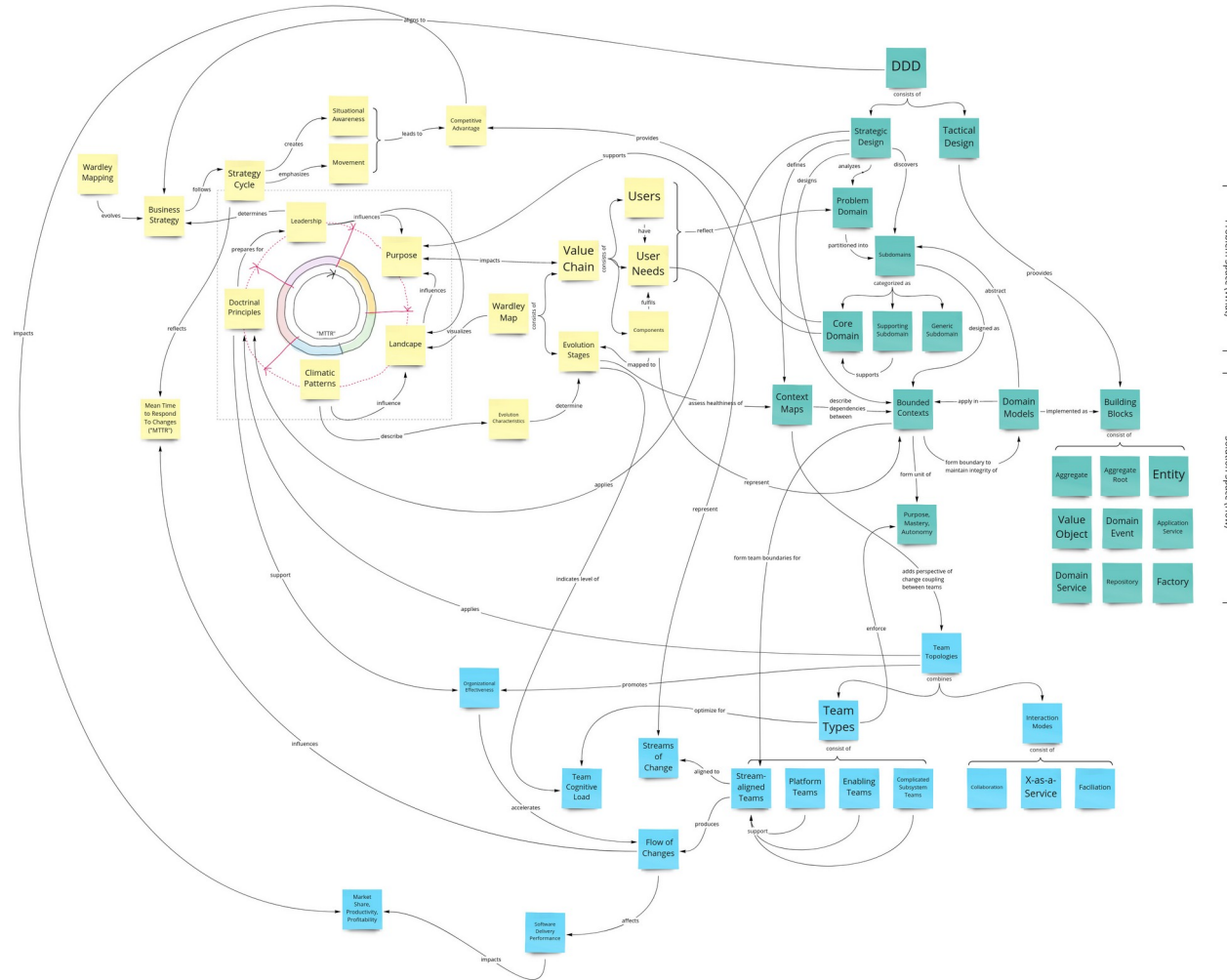


Some References



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If you are interested in more details ...



THANK YOU

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