

380x ERP systems to meet the same user needs with 380x different systems (a chemical company). The worst case example I have is an energy company which has a duplication in excess of 740x. That said, I'm now aware of a bank that might have even exceeded this with over 1,000 risk management systems. These days, I'm positively elated by meeting a large global organisation which has duplication down at the scale of tens or even units. Of course, be aware that most companies might claim this but in practice they have no idea of what their duplication levels really are and significantly underestimate the problem.

One technique I find useful in helping to highlight this problem is to create a profile diagram. I simply collate maps together, identifying commonly described components and then place them onto the profile. This gives me an idea of both duplication and bias. From the profile diagram below in figure 32, then the following points are noted: -

Figure 32 — Profile