profile built from multiple maps then the next question becomes what methods are suitable? The most common mistake that I find is with outsourcing. The issue with outsourcing isn't that the concept is wrong but instead that we have a tendency to outsource entire systems for which we do not understand the landscape. This is often done on the hope that someone else will effectively take care of it.

Let us imagine a system with multiple components spread across the evolution axis but we have no map. Let us now apply a single highly structured process to the system, often through a contract detailing what should be delivered. Unfortunately, unbeknownst to us some of those components will be in the uncharted domain and hence are uncertain by nature. They will change and hence we will incur some form of change control cost. These costs can be significant in any complex system that contains many uncharted components. As a result, arguments tend to break out between the buyer and the supplier. Unfortunately, the supplier has the upper hand because they can point to the contract and show that the components that did not change were efficiently delivered and the cost is associated with the components that changed. The old lines of "if you had specified it correctly in the first place" to "you kept on changing your mind" get trotted out and the buyer normally feels some form of guilt. It was their fault and if only they had specified it more! This is a lie and a trap.

The problem was not that a highly structured process with detailed specification was correctly applied to industrialised components but that the same technique was also incorrectly applied to components