

*Point 3* — collating maps often helps in creating a common lexicon. The same thing is often described with different terms in a single organisation.

*Point 4* — there are seven references to email within the maps. Hopefully (though alas not always the case) this refers to one email system used in different places. There is also some bias with most groups considering email to be more commodity but one group thinking it's an evolving product. This should probably send alarm bells ringing.

*Point 5* — there are five references to data centres. Again hopefully this refers to a couple built for specific geographical reasons. Alas, a popular sport in many large enterprises seems to be building data centres as though they're the first ones ever built. In the worst cases, I have been shown around a lovingly created data centre and then gone to the shop floor to find a sad, solitary rack standing in the middle of a large empty hall. The rack invariably contains servers given loving names such as Seven, Janeway, Paris, Chakotay (all characters from Star Trek's Voyager series).

The maps and the profile are simply guides to help you remove duplication and bias. This is a necessity for efficient operations. However, duplication should not be solely considered as a financial cost because it impacts our ability to develop more complex capabilities. In the case of the bank with 1,000 risk management systems then one of the problems it is facing is its ability to get anything released.