

management (ECM) systems do you have? If you're of any scale and a typical global company built by acquisition, then experience would dictate that you'll probably say 5–8x. In practice it is often more likely to be 40–250x customised versions with probably 3–5x separate groups building a global ECM whilst being unaware that the other groups exist. The problem is, most of you won't know how much duplication or bias you have. Of course, there are a wide range of excuses that are deployed for not breaking up entire systems into components and then applying more appropriate methods. My favourite ones include: -

*“we need better experts and specification”* — that's called not dealing with the problem. It's like saying our death star project to clean up the mess of failed death star projects has failed; we need a new death star! There's a famous quote about repeating the same thing and expecting different results which is relevant here.

*“it's too complex, splitting into parts will make it unmanageable”* — the age old effort to pretend that a system containing 100 different moving parts doesn't actually contain 100 different moving parts. We don't build cars by pretending they are one thing; in fact, we often have complex supply chains meeting the different needs of different components with appropriate measurement and contracts deployed based upon the component. Yes, it does make for a bit more work to understand what is being built but then if you're spending significant sums it is generally a good idea to know this.