

that were by their very nature uncertain and changing. The buyer could never specify those changing components with any degree of certainty. Excessive change control costs caused by a structured process applied to changing components are inevitable. The fault is with the supplier who should have the experience to know that one size fits all cannot work. Unfortunately, and there is no polite way of saying this, it's a lucrative scam.

Even better, if the scam works — especially if the supplier waives some cost as a gesture of goodwill — then the next time the buyer will try even harder to specify the next system in more detail. They'll often pay the supplier or a friendly consultancy to help them do this.

Unfortunately, once again it will contain uncharted components which will change and thus costs will be incurred. The only way to avoid this is to break the system down into components and treat them with appropriate methods e.g. figure 35.

**Figure 35 — Use appropriate methods.**