



Now, let us consider the first variant where our product is undergoing substitution from A1 to A2. We are RIM, our flagship Blackberry product is under assault from a range of new Android phones that have appeared on the market. With such substitutions then the existing data, practice and knowledge of the market tends to be maintained i.e. an Android phone might substitute the Blackberry but the practice of using smartphones, the data around the market and even knowledge about construction & use will tend to incrementally improve rather than be substituted itself. I've marked this change onto figure 190.

Figure 190 — a substituting product