

as the “Red Queen” effect i.e. you have to continuously adapt in order to keep still (in terms of relative position to others). The one thing that standing still will guarantee is that you will be overtaken. The Red Queen has a secondary effect which is by adaptation then competitors limit the growth of a single company and prevent a run away process.

Commoditisation does not equal Centralisation

Don't confuse evolution to a commodity with centralisation. They are governed by different factors and an industrialised component can easily yo-yo between centralised and decentralised forms. Competitor gameplay is one of those factors which determine whether we're going to start with a more centralised or decentralised world.

Characteristics change as components evolve

The characteristics of a component in the uncharted space are not the same as the characteristics of the same component when it becomes industrialised. In any large system then you're likely to have components at different ends of the evolution scale. This leads to the Salaman & Storey Innovation paradox of 2002 i.e. the need to innovate requires polar opposite capabilities to the need to be efficient. However, a word to the wise, a company has to manage both the extremes along with the evolution between them. It's really important to remember that there is a transition from uncharted to industrialised. Don't organise by the extremes alone.

No single method fits all

Because of this changing characteristics there is no one size fits all methods or technique applicable across an entire landscape. You have