● There are different dimensions to distinguish innovations. Product versus process innovation, radical versus incremental, competence-enhancing versus competence destroying, and architectural versus component innovation.

● For successful technologies, a graph of technology performance over cumulative effort invested often describes an S-curve. Performance improvement are initially difficult and costly, as problems are solved performance rises rapidly, and finally performance approaches diminishing returns as the technology approaches its limits. For unsuccessful technologies, the graph may end prematurely, or never get started.

● A graph of a successful technology's adoption in the market often describes an S-curve. Initially there is uncertainty among consumers, and only a few risk takers are willing to adopt. Then, most follow. Eventually the technology saturates the market and growth slows down.

● Technologies ususally develop to eventually have too many features and become too advanced for most to care. It then often opens an opportunity to enter an established market with a cheaply designed product with few and poor features at a low price. Unfortunately for established firms, these new entrants often improves through continous innovation to take over the mass market.

● Industries have an evolution. First there is often a discontinuity setting of a new industry. Then there is learning by producers. Early entrants (but not necessarily the first) that innovate often get a lead which allow them to grow in scale as markets expand. These growing firms can afford to spend more on R&D which in turn lead them to create more innovation, creating a self-reinforcing cycle. As firms expand through innovation they can lower prices, forcing entry to become too expensive and effectively shutting down entry for a long time. A shake-out therefore often occurs, maybe in up to 80 percent of all industries. This is not due to a dominant design emerging, but through the natural evolution of industries driven by investments in innovation. Industries can be reset by a new discontinuity, or by entry of newcomers into Segment Zero.

● Firms with related skills and knowledge often have a competitive advantage among new entrants. As industries evolves large firms may miss out on the latest discontinuity for a variety of reasons, being wedded to old technology for too long, but part of this is just a numbers game. It is hard to predict which of many potential will become then new new thing.

● Established firms and venture capitalists are shifting their investment strategy in tech industries to a "spray and pray" approach, where they invest less amounts than before to a larger number of alternatives by different start-ups, taking a more passive role to see which one works out. Typically start-ups get funding for a year to prove themselves.