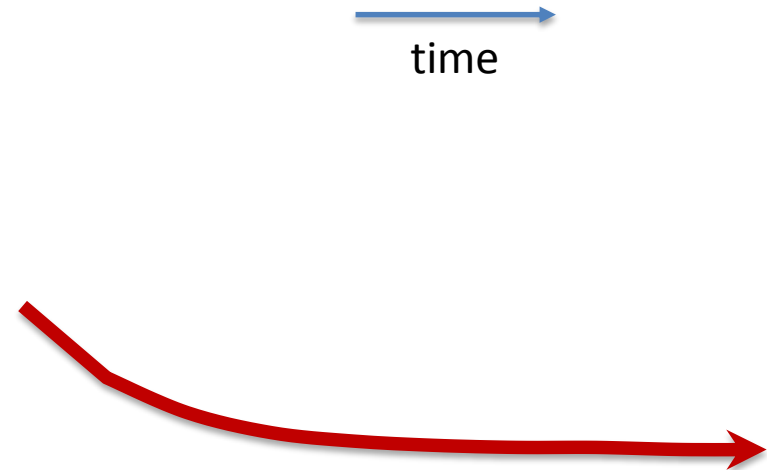


- + Innovation by combination
- + Based on existing technologies
- + Simplified customer adaption
- + Standardisation boosts innovation
- + Network effects – the more users, the faster the improvement



- Innovation "by design"
- Unproven technologies
- High transaction cost
- Proprietary solutions create risks
- Fragmentation prevents improvement