

# Game-Changing Strategies

**How to Create New Market  
Space in Established Industries  
by Breaking the Rules**

Constantinos C. Markides



**JOSSEY-BASS**

A Wiley Imprint

[www.josseybass.com](http://www.josseybass.com)

# Contents

Introduction	ix
1. The Innovation Is in the Business Model	1
2. Discovering New Business Models	23
3. Creativity Is Not Enough: From Discovering to Implementing New Business Models	55
4. Using Dual Business Models to Compete: Is a Separate Unit Necessary?	81
5. Separation Is Not Enough: How to Achieve Ambidexterity	99
6. Responding to Business-Model Innovation	121
7. When Would Established Firms Discover New Business Models?	143
8. Rethinking Innovation in the Big Firm	163
Appendix A: Examples of a Few Less Well-Known Business-Model Innovators	175
Appendix B: How to Enhance Corporate Creativity	185
Appendix C: How to Measure Relatedness Between Two Markets	193

Notes	197
References	205
Acknowledgments	211
The Author	213
Index	215